

DOES ONE SIZE FIT ALL? THE IMPACT OF HIGH COMMITMENT HR SYSTEMS ON
THE RELATIONSHIPS AMONG WORK-FAMILY HR PRACTICES, WORK-FAMILY
SUPPORT, AND EMPLOYEE AND APPLICANT BEHAVIOR

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**DOES ONE SIZE FIT ALL? THE IMPACT OF HIGH COMMITMENT HR SYSTEMS
ON THE RELATIONSHIPS AMONG WORK-FAMILY HR PRACTICES, WORK-
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Organizations have increasingly adopted HR practices over the years that aim to enhance work-family balance for employees, but results regarding the effectiveness of such practices have been mixed (e.g., Kossek & Ozeki, 1999). Recent research has indicated that the degree to which employees use family-friendly benefits at their organizations depends upon the degree to which employees feel their organizations and supervisors support the use of such practices (e.g., Allen, 2001). While it appears that employees vary in the extent to which they perceive such support, it is not clear from where this support originates. Is it simply a function of each individual supervisor's management style? In other words, are some supervisors simply more supportive when it comes to allowing employees flexibility to balance their work and family lives, perhaps because the supervisors themselves have similar issues? Or could it originate from broader organizational factors, such as the overall HR system? Two papers utilized a variety of methodologies in order to examine how the HR system influences the work-family interface and relevant outcomes for both applicants and employees.

BIOGRAPHICAL SKETCH

Chelsea Vanderpool earned her Bachelor of Arts degree in Psychology from Southern Illinois University Carbondale in 2006. She received her Master of Arts in Industrial/Organizational Psychology in 2010 from Southern Illinois University Edwardsville. She then joined the doctoral program in Human Resource Studies at Cornell University's School of Industrial and Labor Relations in 2010.

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CHAPTER I

INTRODUCTION

Organizations have increasingly adopted HR practices over the years that aim at reducing issues related to work-family conflict for employees, but results regarding the effects of such practices on organizational performance outcomes have been mixed (e.g., Kossek & Ozeki, 1999) and some organizations have actually begun to reduce work-family practices, possibly due to dissatisfaction with the effectiveness of such practices (Kossek, Baltes, & Mathews, 2011). Meanwhile, researchers continue to study work-family issues such as work-family conflict, or the degree to which the work or family domain interferes with the other domain (Greenhaus & Beutell, 1985), because it seems sensible that the reduction of work-family conflict should lead to improved job performance.

It is important to note that the mere existence of work-family practices does not mean employees will actually use those practices. Recent research has indicated that the degree to which employees use family-friendly benefits at their organizations depends upon the organizations' work-family climate, or the degree to which employees feel their organization and their supervisor supports the use of such practices (Allen, 2001; Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011; Kossek, Pichler, Bodner, & Hammer, 2011; Mauno, Kinnunen, & Ruokolainen, 2006; Thomas & Ganster, 1995; Thompson, Beauvais, & Lyness, 1999). While it appears that employees vary in the extent to which they perceive a family-supportive climate in their organizations, the origin of this support is not clear. Is it simply a function of each individual supervisor's management style? In other words, are some supervisors simply more supportive when it comes to allowing employees flexibility to balance their work and family

lives, perhaps because the supervisors themselves have similar issues? Or could it originate from broader organizational factors, such as the overall HR system?

Two papers are presented here that attempt to address whether a high commitment HR system plays a role in how work-family practices are perceived and acted upon. The work-family literature has involved two major streams of empirical research, one that focuses on individual employee antecedents and outcomes of work-family conflict (e.g., Judge & Colquitt, 2004; Powell & Greenhaus, 2010) and one that focuses on the influence of family-friendly HR policies and practices on individual employee and firm outcomes (e.g., Perry-Smith & Blum, 2000; Rothausen, Gonzalez, Clarke, & O'Dell, 1998). However, there has been a dearth of research that examines both simultaneously and that has examined potential interaction effects between work-family HR practices and the broader HR system. This type of research is sorely needed in order to understand how work-family HR practices influence employee outcomes (Kossek, Baltes, & Mathews, 2011).

In the current research, it is argued that we should be cautious in viewing work-family HR practices with a “best practice” approach, assuming that these practices are effective at enhancing employees’ work-life balance and improving performance for all organizations and employees. Recent trends suggest that at least some companies have begun to reduce their utilization of work-family practices in recent years (Kossek et al., 2011) and the usefulness of specific practices such as telecommuting and flextime has been debated in the press (e.g., Schulte, 2013). Perhaps one reason why this has occurred is because family-friendly HR practices and work-family support are not “one size fits all” but rather depend upon their fit within the company’s overarching HR system as well as the individuals to whom they are offered. Thus, the primary goal of the current research was to examine the extent to which

employee perceptions of the organization's HR system influences their perceptions and behaviors in regard to work-family practices.

In addition to taking a more contingent approach in examining the work-family interface for organizations' current employees, this research also explores how HR practices and perceptions of work-family support may influence job applicant reactions. Work-family research has, logically, focused on the experience of work-family conflict and its antecedents and consequences for current employees, but less is known about how the work-family interface influences individuals when they are engaging in the job search process. In the recruitment literature, research has accumulated indicating that a variety of job and organizational characteristics influence an applicant's attraction and willingness to apply for job positions, including compensation, job security, and the "personality" and values of the organization (e.g., Cable & Judge, 1996). Extending this research to the work-family interface will enable us to better understand individual differences among those who are more or less attracted to aspects of the job such as flexibility and childcare accommodations as well as organizational characteristics that may enhance these relationships, including supportive climates for work-family needs and the broader HR system. In the current research, a series of studies examined the degree to which the HR system, work-family practices, and work-family support influence applicant reactions and decisions.

The current research is organized into two distinct but interrelated papers. The first paper involved a field survey which assessed whether the interaction of the HR system and family-friendly practices influences work-family conflict and outcomes for actual employees in the video game industry. The second paper extended this research through a series of studies that

examined the extent to which job applicants perceive organizations as “family-friendly” and the extent to which the HR system and work-family support actually influence applicant decisions.

Results of this research provide several contributions by addressing multiple gaps in the work-family literature. First, they are some of the first studies to examine the effectiveness of work-family practices and support in the context of the broader HR system. Significant interactions between these factors indicate that previous mixed results regarding the impact of work-family HR practices on employee outcomes may have been due to an omitted variable: the broader HR system. Second, Paper 1 is one of the few studies to include both HR practices and perceptions of work-family support in the same model (e.g., Kossek, Lewis, & Hammer, 2010). Doing so provides a more comprehensive picture of how employee perceptions of organizational-level factors such as the HR system influence individual-level experiences and outcomes.

Third, Paper 2 extended the focus of the extant work-family literature from current employees to job applicants, which also gives a broader view of how work-family concerns affect individuals not only when they are currently working for an organization but when they are considering employment at other firms as well. Fourth, the papers collectively utilized a variety of methodological approaches including an experimental study, which has been less common in the work-family literature. Finally, Paper 1 was conducted in the video game industry, which has received little attention and in which employees are experiencing particular hardships in regard to balancing their work and family lives (e.g., Deuze, Martin, & Allen, 2007). Thus, the results of this research extend work-family theory and research, provide practical implications for work-family practice implementation, and provide a foundational

framework for future research to continue examining family-friendly HR practices in a broader context.

CHAPTER II

LITERATURE REVIEW

Work-Family Conflict

According to the scarcity approach of role theory, individuals engage in multiple roles, such as work or family roles, and may experience conflict between them due to a finite amount of energy, time, and commitment they can devote to such roles (Cooke & Rousseau, 1984; Goode, 1960; Marks, 1977). Thus, work-family conflict occurs when one domain interferes with the other (Greenhaus & Beutell, 1985). The experience of conflict between work and family roles has received quite a bit of attention in organizational research (e.g., see Casper, Eby, Bordeaux, Lockwood, & Lambert, 2007). The work-family interface is typically viewed as including both work-to-family conflict, in which work obligations interfere with the family domain, and family-to-work conflict, in which family obligations interfere with the work domain. Additional research has also examined work-to-family positive spillover and family-to-work positive spillover, in which aspects of one domain positively impact the other domain (e.g., Powell & Greenhaus, 2010).

Work-family research has recently examined antecedents and consequences of work-family conflict. In regard to antecedents, Powell and Greenhaus (2010) found that sex, femininity, family role salience, and preferred and actual segmentation of the work and family domains predicted work-to-family conflict and work-to-family positive spillover. A number of studies have also examined various individual differences as antecedents of work-family conflict, such as perfectionism, the Big Five personality traits, gender role orientation, and core self-

evaluations (e.g., see Anderson, Coffey, & Byerly, 2002; Boyar & Mosley, 2007; Blanch & Aluja, 2009; Livingston & Judge, 2008; Mitchelson, 2009).

A number of studies have also examined consequences of work-family issues. According to the scarcity perspective of role theory, individuals are limited in their time and energy and thus must often make compromises between the demands of various roles (Cooke & Rousseau, 1984; Goode, 1960; Marks, 1977). In terms of conflict between the work and family roles, compromises might include a reduction of time and energy at work, such as higher turnover. Indeed, work-family conflict has been associated with several individual-level outcomes, including lower levels of job satisfaction and organizational commitment (Anderson et al., 2002; Allen, 2001; Hammer et al., 2011; Mauno et al., 2006; Thomas & Ganster, 1995; Thompson et al., 1999), lower quality of physical health (Cooke & Rousseau, 1984; Mauno et al., 2006), higher levels of stress (Anderson, et al., 2002; Judge & Colquitt, 2004), higher levels of job anxiety and depression (Thomas & Ganster, 1995; Vanderpool & Way, 2013), higher rates of absenteeism (Anderson et al., 2002) and higher rates of turnover intentions (Anderson, et al., 2002; Allen, 2001; Batt & Valcour, 2001) and actual turnover (Vanderpool & Way, 2013).

It appears that work-family conflict is an important issue for both employees and their organizations. Given the negative impact of work-family conflict for employees and organizations, one question that has arisen is what organizations can do to prevent or reduce the emergence and impact of work-family conflict in the workplace. To answer this question, researchers have begun to examine the degree to which “family-friendly” HR practices might help reduce work-family conflict and its negative outcomes for employees.

Work-Family HR Practices and Support

In an attempt to prevent or reduce the negative impact of work-family conflict, organizations have increasingly implemented “family-friendly” HR practices in order to help employees reduce their work-family conflict (e.g., see Kossek & Ozeki, 1999). However, empirical results regarding the effectiveness of such practices have been mixed. For example, Thompson, et al. (1999) found that the availability of family benefits was negatively related to work-family conflict. Another study found that the existence of benefits involving schedule flexibility was negatively related to work-family conflict, but benefits related to dependent care were not related to work-family conflict (Anderson et al., 2002). In contrast, Batt and Valcour (2001) found that flexible scheduling policies were not directly related to work-family conflict, but did predict turnover intentions. While more research is needed to make definitive conclusions regarding the direct effects of family-supportive policies on work-family conflict, there has been somewhat more support for an indirect rather than a direct relationship, such that the mere existence of work-family practices may not directly reduce work-family conflict, but rather depends upon the organization and the employee (e.g., whether the employee is aware that such practices exist, whether the organization supports their use, etc.).

The existence of work-family HR practices in the workplace, even if prominent and well-established, may not lead to better outcomes for workers if such practices are not effectively utilized due to social stigma associated with, or lack of support for, the use of those practices (Kossek, Lautsch, & Eaton, 2006; Kossek et al., 2010). A common perception in some organizations is that the ideal worker puts work ahead of family, and employees may be concerned that if they use work-family practices, they will be seen as a less-than-ideal worker. Thus, the existence of practices alone may not be sufficient to reduce work-family conflict.

Instead, it may depend on the degree to which employees perceive the organization to be supportive of the use of such practices (e.g., Kossek et al., 2010).

Thus, another antecedent of work-family conflict that researchers have recently begun to examine is the degree to which employees perceive that their organizations are supportive of their family needs (e.g., Allen, 2001). Work-family support has been associated with lower work-family conflict (Batt & Valcour, 2001; Bragger, Rodriguez-Srednicki, Kutcher, Indovino, & Rosner, 2005) as well as higher levels of organizational commitment and job satisfaction (Allen, 2001; Hammer et al., 2011; Mauno et al., 2006; Thomas & Ganster, 1995; Thompson et al., 1999) and lower levels of turnover intentions and depression (Allen, 2001; Thomas & Ganster, 1995). Work-family support has also been found to be a stronger predictor of work-family conflict than the mere existence of policies (Allen, 2001; Anderson, et al., 2002; Thompson, et al., 1999).

Recent studies have found that the relationship between policies and work-family conflict is mediated by perceptions of support for family-work issues (e.g., see Allen, 2001) while other studies have found that work-family support moderates the relationship between work-family practices and work-family conflict, such that practices are more likely to reduce conflict when the organization is supportive (e.g., Mauno et al., 2006). However, there has been a dearth of research on how work-family considerations affect applicant decisions and virtually no research on whether a supportive work-family climate is appropriate for all organizations or whether it depends on factors such as its fit with the broader HR system. It is possible that the effectiveness of work-family practices will depend upon the degree to which such practices are reinforced or undermined by other HR policies and practices that exist in the organization. For example, an employee may be less likely to utilize flexible scheduling in order to better juggle work and

family responsibilities if the organization rewards employees for “face time” or the amount of time they spend in the workplace.

The Role of the HR System

The contingency perspective often adopted in strategic human resource management (SHRM) research suggests that HR practices are most effective when they are aligned with the overarching strategy of the organization (e.g., Wright & Sherman, 1999). Research on strategic fit typically examines vertical fit, or the alignment of HR practices with HR strategy, and horizontal fit, or the alignment of HR practices with each other (Wright & McMahan, 1992).

While several typologies of HR or employee management strategy have been offered over the years, the strategic HR literature has been dominated by the idea of high commitment HR systems. In his classic study, Arthur (1992) found that steel minimills with a differentiation strategy, which is centered on flexible production and adaptation to environment changes, tended to adopt commitment-maximizing or high commitment HR systems, which are characterized by investment in employee training, job security, employment benefits, employee participation, and decentralized decision-making. On the other hand, firms with a cost leadership business strategy, which is centered around producing fewer products at lower costs, tended to adopt cost reduction HR systems, which involve much lower investment in employee training, job security, benefits, and the like, and employee turnover is thus much less costly. A more recent study found that strategy does moderate the relationship between commitment-focused HR practices and firm productivity, such that firms with a differentiation strategy had higher productivity than those with a cost leadership strategy when using commitment-focused HR practices (Guthrie, Spell, & Nyamori, 2002).

Since organizations that use a high commitment system are more likely to invest in HR practices that foster long-term employee retention, it is possible that such organizations are more likely to promote a family-supportive work climate. Given that work-family balance or conflict has been linked to withdrawal behaviors such as turnover intentions and voluntary turnover (e.g., Vanderpool & Way, 2013), HR practices which aim to reduce work-family conflict should encourage employees to want to stay with their organizations. If organizations using a high commitment HR system are more likely to utilize family-supportive HR practices in order to encourage employee retention, it may be the case that supervisors and employees working for such organizations are more likely to report family-supportive perceptions and behaviors. In a national survey of HR practices in private firms, Osterman (1995) found that firms using high commitment work systems were more likely to offer work-family practices. In addition, Berg, Kalleberg, and Appelbaum (2003) found a positive relationship between high performance work environments and employees' work-family balance, although work-family balance was actually measured using a single item in which respondents rated the extent to which their companies support employees' efforts to balance work and family. Nonetheless, these findings provide at least some evidence that work-family support is more likely to be found in firms with high commitment systems. It is also possible that the HR system and work-family support may interact to influence applicant reactions, such that applicants for whom work-family issues are especially salient (e.g., women, individuals with children) may be more attracted to organizations with high commitment systems and supportive work-family climates.

The Influence of Gender and Family Role Salience

Work-family researchers have suggested the possibility that work-family issues are especially salient for women, who often retain the majority of household responsibilities and

may encounter difficulty in juggling their work and family responsibilities. In support of this view, there appears to be at least some evidence that women are more likely than men to use work-family HR practices (e.g., Thompson et al., 1999). Furthermore, the degree to which individuals use these practices and their effectiveness in reducing work-family conflict depends on the degree to which the organization is supportive of their use (e.g., Mauno et al., 2006; Kossek et al., 2011). Thus, it is possible that the effectiveness of work-family practices would be especially enhanced by work-family support for women, and this relationship may be strengthened by a high commitment HR system.

Despite the assumption that work-family issues are especially salient to women, past research has found mixed results regarding whether men and women differ in terms of their work-family needs and outcomes (Powell & Greenhaus, 2010). It is possible that these mixed results are due to the use of gender as a proxy for work-family concerns. That is, women may tend to experience work-family conflict somewhat more often than men, but by examining gender as a predictor of work-family experiences and outcomes, researchers may be incorrectly assuming that men and women perceive and react to work-family conflict in the same ways or that women care more about work-family issues than men. Instead, it is possible that there are not broad gender differences in the experience of work-family conflict and use of work-family practices, but rather that it depends on how important the family role is to the individual regardless of gender. Thus, the current research also examined the possibility that the importance or salience of the family role is a better predictor of work-family outcomes than mere gender.

CHAPTER III

PAPER 1: THE INFLUENCE OF THE HR SYSTEM AND WORK-FAMILY

PRACTICES ON EMPLOYEES IN THE VIDEO GAME INDUSTRY

Work-Family Practices and Work-Family Conflict

Research has recently examined how the existence or use of work-family HR practices influence employees' levels of work-family conflict. Studies that have examined such practices have typically focused on one or two practices in isolation, such as telecommuting, and have found mixed results in regard to whether the practices increase, decrease, or have no effect on levels of work-family conflict (e.g., Anderson et al., 2002; Batt & Valcour, 2001; Behson, 2002). The current study addressed this issue by assessing the effects of multiple work-family HR practices on work-family conflict.

The existence of work-family practices, as opposed to their utilization, was examined in this study because it was expected that the existence of work-family HR practices, even if not used by the employee, can serve as a signal to employees regarding the leeway they have to balance their work and family roles. In other words, the existence of work-family practices may create a "strong situation" (e.g., see Bowen & Ostroff, 2004) in which employees are more likely to perceive support for balancing work and family, even for employees who don't necessarily use each practice.

While previous research has produced mixed results when examining practices in isolation as described in Chapter II, it is possible that a higher number of work-family practices will lead to lower work-family conflict for employees. A higher number of work-family practices may strengthen the perceptions of employees that the organization enables them to balance work and family. In addition, prior research examining different types of individual practices (e.g.,

flexibility versus child care; Batt & Valcour, 2001) has found that some types of practices are more effective than others. By using an index of a larger number of work-family practices, the effects of these practices on work-family conflict are more likely to be captured. Thus, it was expected that an existence of a higher number of work-family practices would generally be related to lower work-family conflict.

Hypothesis 1: *The presence of work-family practices will be negatively related to work-family conflict.*

As described in Chapter II, simply having family-friendly HR practices in place may not be enough to entice employees to use them and for them to be effective. Instead, their effectiveness may be at least partly determined by how they are perceived by employees regarding their purpose in the organization. Regarding HR practices in general, Nishii, Lepak, and Schneider (2008) proposed that employees make different attributions regarding the reasons why a company implements HR practices such as training, pay, and scheduling, and the authors found that differences in these attributions influenced the attitudes and behaviors of employees.

The types of attributions most relevant to the current research are perceptions that practices are aimed to enhance employee well-being and help them do their jobs better versus perceptions that the practices are put in place to exploit or get the most out of employees in a more efficient manner. It seems logical that employees would be more likely to see the existence of family-friendly practices as enhancing well-being and not as exploitative because these practices can be used by employees to help find a better balance between their work and non-work responsibilities. That is, practices such as flexible scheduling and telecommuting may be seen by employees as a useful way to better manage their work and personal roles and responsibilities and, as a result, employees may see this as a signal that the organization cares

about their well-being both inside and outside of the workplace. However, this idea has not been explicitly tested in the work-family literature. Thus, in the current research, the following was hypothesized:

Hypothesis 2a: *The presence of work-family practices will be positively related to HR attributions of well-being.*

Hypothesis 2b: *The presence of work-family practices will be negatively related to HR attributions of exploitation.*

As discussed in Chapter II, the influence of the existence of work-family practices on employees may also depend on the degree to which employees feel supported in the use of these practices (e.g., Kossek et al., 2010). Researchers have begun to examine how perceptions of organizational and supervisor support for work and family influence work-family practices and outcomes such as conflict. These studies have generally found that work-family support is associated with lower work-family conflict (Batt & Valcour, 2001; Bragger et al., 2005) and is a stronger predictor of work-family conflict than the mere existence of family-friendly policies (Allen, 2001; Anderson et al., 2002; Thompson et al., 1999).

However, the majority of work-family research continues to exclude work-family support as a potential moderator of the relationship between work-family HR practices and work-family conflict (e.g., Kossek et al., 2010). In addition, research to date has only examined support given by the organization as a whole and by supervisors, but it is possible that employees' coworkers could be as important if not more important in determining how comfortable they feel in using work-family practices. In the current study, a measure of coworker support was introduced in order to assess a more holistic view of social support for work-family needs. It was expected that the existence of work-family HR practices would have a greater impact on work-family conflict

when employees reported more organizational, supervisor, and coworker support. It was further expected that these perceptions of support would influence the degree to which employees view work-family practices as enhancing their well-being or as being exploitative.

***Hypothesis 3:** Perceived work-family support will moderate the relationship between the presence of work-family practices and work-family conflict, such that practices have a stronger negative effect on work-family conflict for employees who feel more supported by their organizations, supervisors, and coworkers.*

***Hypothesis 4a:** Perceived work-family support will moderate the relationship between the presence of work-family practices and HR attributions of well-being, such that practices have a stronger positive effect on attributions for employees who feel more supported by their organizations, supervisors, and coworkers.*

***Hypothesis 4b:** Perceived work-family support will moderate the relationship between the presence of work-family practices and HR attributions of exploitation, such that practices have a stronger negative effect on attributions among employees who feel more supported by their organizations, supervisors, and coworkers.*

The Moderating Role of the HR System

To further our understanding of the conditions under which work-family HR practices are more or less effective, the issue may be better examined by assessing the outcomes of work-family practices in a strategic context. The contingency perspective often adopted in the strategic HR literature suggests that HR practices are most effective when there is vertical fit, in which they are aligned with the overarching strategy of the organization, and/or horizontal fit, in which they are aligned with other HR practices in the employee management system (e.g., Wright & McMahan, 1992; Wright & Sherman, 1999).

The current research examined the horizontal fit between work-family practices and the broader HR system, such that work-family HR practices may be much more effective when they are aligned with an appropriate HR system. While the existence of work-family practices were expected to be related to lower levels of work-family conflict in general, this relationship was hypothesized to be stronger when the work-family practices exist within a high commitment HR system. That is, for reasons discussed in Chapter II, it was expected that a larger number of high commitment HR practices would enhance the effects of work-family practices in terms of work-family support, HR attributions, and work-family conflict.

Hypothesis 5: *The HR system will moderate the relationship between work-family practices and work-family conflict, such that practices will have a stronger negative effect on work-family conflict in a high commitment HR system.*

Hypothesis 6: *The HR system will moderate the relationship between work-family HR practices and work-family support, such that practices will have a stronger positive effect on work-family support in a high commitment HR system.*

Hypothesis 7a: *The HR system will moderate the relationship between work-family HR practices and HR attributions of well-being, such that practices will have a stronger positive effect on attributions in a high commitment HR system.*

Hypothesis 7b: *The HR system will moderate the relationship between work-family HR practices and HR attributions of exploitation, such that practices will have a stronger negative effect on attributions in a high commitment HR system.*

While a better fit between the HR system and work-family practices was expected to enhance their effects on employee perceptions and outcomes (namely work-family conflict, HR attributions, and perceptions of work-family support), it is possible that the HR practices may be

enhanced by employee perceptions of support. As discussed in Chapter II, some prior studies have found work-family practices to predict perceptions of work-family support, while others have found support to moderate the effects of work-family practices on employee outcomes. Thus, it appears that perceptions of support may not only be a consequence of work-family practices but may have a moderating effect well. Thus, it was expected that, in addition to a high commitment HR system, perceptions of support would further enhance the effectiveness of work-family practices.

Specifically, it is possible that the existence of a larger number of work-family practices will be related to lower work-family conflict especially when those practices are combined with a larger number of high commitment practices, and this effect will be stronger when employees feel that their work-family needs are supported by their organizations, supervisors, and coworkers. Similarly, the existence of a larger number of work-family practices may be more likely to be attributed to enhancing employee well-being and less likely to be attributed to exploiting employees especially when the practices exist within a high commitment HR system, and this effect may be stronger for employees who feel supported in their work-family needs. In other words, the existence of work-family practices, high commitment practices, and work-family support should have multiplicative effects in reducing work-family conflict, enhancing attributions of well-being, and decreasing attributions of exploitation.

Hypothesis 8a: *A three-way interaction is expected, such that work-family practices will reduce work-family conflict in a more high commitment HR system when employees feel more supported by their organizations, supervisors, and coworkers.*

***Hypothesis 8b:** A three-way interaction is expected, such that work-family practices will increase HR attributions of well-being in a more high commitment HR system when employees feel more supported by their organizations, supervisors, and coworkers.*

***Hypothesis 8c:** A three-way interaction is expected, such that work-family practices will reduce HR attributions of exploitation in a more high commitment HR system when employees feel more supported by their organizations, supervisors, and coworkers.*

Gender and Family Role Salience

As discussed in Chapter II, an underlying assumption in work-family research is that managing the work-family interface is a gendered issue, such that women are especially concerned with balancing the work and family domains. However, research has found mixed results regarding whether women are more likely to experience work-family conflict (e.g., Powell & Greenhaus, 2010). Instead, the degree to which the family domain (i.e., one's role as a parent or spouse) is important or salient to the individual may be more relevant to the management of the work-family interface than mere gender. Thus, the current research examined both the effects of gender and the effects of family role salience on the relationships among work-family practices, the broader HR system, HR attributions, work-family support and work-family conflict.

Specifically, it was expected that the existence of work-family practices would be more strongly related to lower work-family conflict for women and/or for those with higher family role salience. That is, women and/or those who see their family roles as highly important should especially benefit from the existence of work-family practices. It was further expected that these relationships would be stronger when the work-family practices exist within an HR system that involves a larger number of high commitment practices. In other words, a high commitment

system was expected to enhance the effects of the existence of work-family practices on work-family conflict, especially for women and/or those view their family roles and responsibilities and more important. Thus, it was hypothesized that the synergistic effects of work-family practices and a high commitment system on reducing work-family conflict would be stronger for women and/or employees with higher family role salience.

***Hypothesis 9:** Gender will moderate the relationship between work-family practices and work-family conflict, such that practices will have a stronger negative effect on work-family conflict for women.*

***Hypothesis 10:** Family role salience will moderate the relationship between work-family practices and work-family conflict, such that practices will have a stronger negative effect on work-family conflict for individuals with higher family role salience.*

***Hypothesis 11:** A three-way interaction is expected, such that work-family practices will have a stronger negative effect on work-family conflict in a high commitment HR system than a low commitment HR system, and this effect will be stronger for women.*

***Hypothesis 12:** A three-way interaction is expected, such that work-family practices will have a stronger negative effect on work-family conflict in a high commitment HR system than a low commitment HR system, and this effect will be stronger for employees with higher family role salience.*

Research Setting: The Video Game Industry

Work-family balance is a particularly salient issue in the video game industry, as the working conditions tend to exploit young, single, and male employees and leave little room for personal considerations (Deuze et al., 2007). In fact, the International Game Developers Association (IGDA), a non-profit professional association for game workers, formed a Quality of

Life committee to address the challenges faced by employees in this industry. The IGDA's white paper (2009) indicated that the average workweek of an employee during 'crunch time' involves 80 or more hours of work and it is not uncommon for overtime to be unpaid. In addition, 61.5% of respondents reported that their spouses think they work too much and 34.3% of developers expected to leave the industry within five years and 51.2% within ten years. Thus, the video game industry provides a highly relevant setting in which to examine work-family issues. In turn, results from the current study help elucidate the conditions under which work-family HR practices may improve important employee perceptions and behaviors in the video game industry.

Video game developers have received scarce attention in the management and organizational literature to date, and thus little is known about HR and employee relations in this industry (Deuze et al., 2007). The video game industry is relatively young and rapidly growing; in recent years, it has outperformed the movie industry in terms of sales (Autier & Picq, 2005). There are a small number of very large publishing and manufacturing firms within the industry, but the majority of employers and employees belong to one of thousands of smaller video game development studios. Employment is often team-based but has become more hierarchical, rational, and process-driven over time and as studios expand (Deuze et al., 2007; Tschang, 2007).

Video game development companies can be seen as following one of two types of employment models or systems (Cadin, Guerin, & Defillippi, 2006). The first is the stable employment model which, much like a high commitment system, is focused on an internal market, recruitment of employees at the start of their careers, long-term retention of employees, career guidance, a focus on collective performance in regard to pay, professional training and

development, and internal flexibility. The other model is the flexible employment model which, similar to a low-commitment system, is characterized by recruitment of employees who are already trained and ready to perform job tasks, lack of long-term employee retention, little to no career guidance, and individual performance-based pay. Most video game studios as a whole tend to lie more on the flexible end of the continuum, but there is quite a bit of variation across studios and over time (Cadin et al., 2006). Thus, the popular typology of high commitment systems utilized in the HR literature appears to be relevant to the video game industry as well.

Method

Sample and Procedures

Participants were 142 full-time video game industry employees (107 men and 35 women) representing 79 video game development companies, 36 of which were represented by 2 or more employees and the remaining 43 were represented by 1 individual. Company size ranged from 5 to 1,000 employees, with the majority (54.5%) reported to employ between 50 and 250 employees. Companies were located in either the United States (87.3%) or Canada (12.7%). Regarding the age of the companies, 26.6% had been in existence more than 15 years, 21.5% between 11 and 15 years, 29.1% between 6 and 10 years, and 21.6% 5 years or less.

For employees, ages ranged from 22 to 55 years old ($M = 30.67$, $SD = 5.92$); were White/Caucasian (83.1%), Black/African-American (0.7%), Asian/Pacific Islander (6.3%), or other/multiple (9.9%); had a 4-year college degree (61.3%), master's degree (21.1%), or a 2-year college degree or less (17.6%); worked in entry-level or non-supervisory positions (71.1%), lead or mid-level positions (27.5%), or upper-level or management positions (1.4%); worked in creative development (28.9%), art and animation (26.8%), programming (32.4%), production management (5.6%), quality assurance (4.9%), or audio (1.4%); earned an annual salary between

\$25,000 and \$50,000 (21.8%), between \$50,000 and \$75,000 (35.9%), between \$75,000 and \$100,000 (26.8%), or over \$100,000 (15.4%); had 0 to 3 children living at home, with 74.6% having no children and 25.4% having at least 1 child; and were either in some type of committed relationship (73.9%) or single (26.1%).

Participants were recruited via four methods: (1) advertisements sent through the IGDA's membership lists, (2) advertisements posted to two private, online game developer groups on a popular career networking website (i.e., LinkedIn), (3) advertisements posted by university alumni associations of game development programs, and (4) referrals from co-workers. The advertisements recruited employees who were working full-time for game development companies that employed between 5 and 1,000 employees. These sample restrictions were imposed to reduce potential confounds. Participants were asked to complete an online survey in exchange for a \$10 gift card. Participants were also be given an incentive for referring up to 3 of their coworkers (\$5 per coworker who completed the survey).

Measures

A number of perceptions, personal characteristics, and opinions were measured. Measures included work-family practices, high commitment HR practices, work-family support, HR attributions, parental and marital role salience, work-family conflict, and demographics. These measures are shown in Appendix A. All measures were analyzed at the individual level except for high-commitment HR practices and work-family practices, which were aggregated to the group level.

Work-family HR practices. Work-family practices were measured using items from prior research (Allen, 2001; Butler, Gasser, & Smart, 2004): flexible scheduling, compressed workweek, telecommuting/work from home, paid maternity leave, paid paternity leave, sick

leave for family care/bereavement, on-site child care services, daycare/eldercare referral services, and childcare/eldercare subsidies. Respondents were asked to indicate the extent to which they agree or disagree regarding whether each practice is available for use by full-time (core) employees (1 = strongly disagree; 5 = strongly agree).

High-commitment HR practices. Respondents rated 9 items, as used in prior research (Batt, 2002; Guthrie et al., 2002; Huselid, 1995): use of information sharing, internal promotions, attitude surveys, employee involvement programs, group-based pay (e.g., profit-sharing), cross-training/cross-utilization, formal grievance programs, and amount of training provided. Respondents were asked to indicate the extent to which they agree or disagree regarding whether each practice is available for use by full-time (core) employees (1 = strongly disagree; 5 = strongly agree). Given a sufficient internal consistency reliability ($\alpha = .84$), these items were combined as an index to reflect a continuum ranging from more traditional, low-commitment HR systems (lower scores) to more commitment-focused HR systems (higher scores).

HR attributions. HR attributions, or employee perceptions regarding why a company implements HR practices, were assessed with a measure adapted from Nishii et al. (2008). Specifically, two dimensions of attributions were measured: exploitation/cost-cutting and well-being. The dimension of union requirements was not utilized in the current research because the video game industry is not unionized. For both dimensions, participants indicated their attributions regarding five HR practices (training, benefits, hiring choices, pay, and scheduling). Participants rated exploitation/cost-cutting (“to try to keep costs down and get the most work out of employees”) and well-being (“in order to help employees do their jobs well and to promote employee well-being”) items using a 1 (not at all) to 5 (to a great extent) scale. Internal

consistency reliability was acceptable for both the exploitation ($\alpha = .75$) and well-being ($\alpha = .86$) dimensions.

Perceptions of work-family support. Three dimensions of work-family support were measured. Supervisor support was measured with 9 items (Thomas & Ganster, 1995) using a 5-point Likert-type scale (1 = never; 5 = very often). Participants were instructed to indicate the degree to which their direct supervisor or management has supported their family needs. Some items were modified to be more specific to work-family issues (e.g., “listened to my problems regarding work-life balance”) and to be more inclusive of employees in the video game industry, many of whom do not have children (e.g., “showed resentment of my needs as a working parent or of my work-life balance needs”). Internal consistency reliability was acceptable ($\alpha = .81$) for this scale.

Coworker support was measured with these same 9 items, but participants were instructed to indicate the degree to which their coworkers have supported their family needs. Internal consistency reliability was acceptable ($\alpha = .79$) for this scale. Organizational support was measured with 14 items (Allen, 2001) using a 5-point Likert-type scale (1 = strongly disagree; 5 = strongly agree). Participants were instructed to indicate the degree to which each statement reflects the philosophy or beliefs of their organizations (e.g., “It is best to keep family matters separate from work”). Internal consistency reliability was acceptable ($\alpha = .92$) for this scale.

Family role salience. The salience of participants’ work and family roles was measured with two 5-item scales (parental and marital) from the Life-Role Salience Scales (LRSS; Amatea, Cross, Clark, & Bobby, 1986) using a 5-point Likert-type scale (1 = strongly disagree; 5 = strongly agree). The parental role scale involves 4 items (e.g., “My life would be empty if I

never had children”) and had sufficient reliability ($\alpha = .91$). The marital role scale involves 4 items (e.g., “My life would seem empty if I never married or had a committed relationship”) and had sufficient reliability ($\alpha = .91$).

Work-family conflict. Work-family conflict was measured with 5 items (Netemeyer, Boles, and McMurrian, 1996). Participants were instructed to rate their agreement (1 = strongly disagree; 5 = strongly agree) for each item (e.g., “The demands of my work interfere with my home and family life”). Internal consistency reliability was acceptable ($\alpha = .93$) for this scale.

Control variables. Employee salary (1 = \$0 – \$25,000, 2 = \$25,001 to \$50,000, 3 = \$50,001 to \$75,000, 4 = \$75,000 to \$100,000, 5 = \$100,001 to \$125,000, 6 = \$125,001 to \$150,000, 7 = \$150,001 to \$175,000, 8 = \$175,000 to \$200,000, 9 = over \$200,000) and employee job level (^b1 = entry-level/non-management, 2 = mid-level/lead, 3 = upper-level/management) were measured as control variables, as they were expected to relate to a number of key variables of interest (e.g., HR attributions, work-family conflict).

Results

Aggregation Statistics

While the variables of work-family practices and high-commitment systems were measured with individuals, the items were evaluated in reference to the company as a whole. In addition, a number of organizations were represented by multiple employees. As such, these variables were intended to be aggregated to the group/company level. A number of statistics were computed for groups of 2 or more employees to ensure that aggregation to the group level would be justified. For work-family practices, the intraclass correlation coefficients were: ICC(1) = .34 and ICC(2) = .58. Average within-group agreement for the work-family practice index ($r_{wg(j)}$) was .89 ($SD = .16$). For high commitment HR practices, the intraclass correlation

coefficients were: $ICC(1) = .46$ and $ICC(2) = .70$. Average within-group agreement for the high commitment HR system index ($r_{wg(j)}$) was $.84$ ($SD = .18$). Overall, these statistics indicated sufficient reliability and agreement to justify aggregation to the group level.

Descriptive Statistics

Descriptive statistics for the variables of interest are displayed in Table 1. Contrary to the prevailing belief that work-family conflict is especially problematic for women because the family role is more salient to women than men, gender was negatively correlated with marital role salience ($r = -.26$) and parental role salience ($r = -.23$), such that marital and parental roles were actually less salient to women than to men. Marital and parental role salience were positively related to work-family conflict ($r = .20$ and $.22$, respectively). All dimensions of support for work-family issues (organizational, supervisor, and coworker) were negatively related to work-family conflict ($r = -.56$, $-.38$, and $-.18$, respectively). HR attributions of well-being were negatively related to work-family conflict ($r = -.38$).

High-commitment practices were positively related to support for work-family issues (organizational support $r = .36$; supervisor support $r = .50$; coworker support $r = .40$) and HR attributions of well-being ($r = .51$) and negatively related to HR attributions of exploitation ($r = -.19$) and work-family conflict ($r = -.22$). Work-family practices were positively related to support for work-family issues (organizational support $r = .42$; supervisor support $r = .51$; coworker support $r = .41$), HR attributions of well-being ($r = .51$), and high commitment practices ($r = .63$) and negatively related to HR attributions of exploitation ($r = -.26$) and work-family conflict ($r = -.28$). Interestingly, work-family practices were negatively related to parental role salience ($r = -.20$). It should be noted that correlations for high-commitment and work-family practices depicted in Table 1 are represented at the individual level (i.e., prior to aggregation).

Statistical Analyses of Hypotheses

To test the hypotheses, data were analyzed using hierarchical linear modeling with HLM7 software (Raudenbush, Bryk & Congdon, 2010). The group-level (level 2) variables were high-commitment HR practices and work-family HR practices. All other variables were individual-level (level 1). HLM results are depicted in Tables 2 through 9. Salary and job level were entered as individual-level control variables for all models.

The effects of work-family practices. Hypothesis 1 predicted that work-family practices would be negatively related to work-family conflict. As depicted in Table 2, a higher level of work-family practices was related to lower work-family conflict, although this relationship was only approached significance ($B = -0.51, p = .06$). Hypotheses 2a and 2b predicted that work-family practices would be positively related to HR attributions of well-being and negatively related to HR attributions of exploitation, respectively. As depicted in Table 3, employees working in companies with a higher number of work-family practices were more likely to perceive the HR system as aimed to enhance their well-being ($B = .58, p < .001$) and less likely to perceive the system as aimed to exploit them ($B = -.42, p = .02$).

For Hypothesis 3, it was expected that work-family support would moderate the relationship between work-family practices and work-family conflict (see Table 4). The interaction between work-family practices and organizational support approached significance ($B = -.59, p = .09$) while the interactions involving supervisor support and coworker support were both significant. As depicted in Figure 1, employees who reported higher levels of supervisor support also reported lower levels of work-family conflict, and this difference was more pronounced at higher levels of work-family practices ($B = -.60, p = .045$). As shown in Figure 2, employees who reported higher levels of coworker support also reported lower levels of work-

family conflict, and while higher levels of work-family practices were related to lower levels of work-family conflict in general, this was especially the case for those with higher coworker support ($B = -.69, p = .001$).

Hypothesis 4a suggested that the positive relationship between work-family practices and HR attributions of well-being would be stronger at higher levels of support. As depicted in Table 5, the interaction involving organizational support approached significance ($B = .37, p = .10$) and the interactions involving supervisor support and coworker support were not significant. For Hypothesis 4b, it was expected that the negative relationship between work-family practices and HR attributions of exploitation would be attenuated at higher levels of support. As depicted in Table 6, the interaction involving organizational support was not significant and the interaction involving supervisor support approached significance ($B = -.48, p = .08$). However, the interaction involving coworker support was significant, as shown in Figure 3 ($B = -.67, p = .01$). At two standard deviations below the mean for work-family practices, employees reporting higher coworker support had slightly higher attributions of exploitation. At two standard deviations above the mean for work-family practices, on the other hand, employees reporting higher coworker support had lower attributions of exploitation.

The moderating role of high commitment practices. Hypothesis 5 suggested that work-family practices would be especially effective in reducing work-family conflict when paired with a higher level of high commitment practices. As depicted in Table 2, the interaction between work-family practices and high commitment practices was not significant, nor did high commitment practices have a direct main effect on work-family conflict.

For Hypothesis 6, it was expected that the positive relationship between work-family practices and work-family support would be stronger in companies with higher levels of high

commitment practices (see Table 7). The interaction involving organizational support approached significance ($B = -.18, p = .09$). The interactions predicting supervisor support ($B = -.31, p = .01$) and coworker support ($B = -.27, p = .02$) were significant. As depicted in Figure 4, when the level of work-family practices was higher (i.e., one standard deviation above the mean), employees reported higher supervisor support regardless of the level of high commitment practices. When the level of work-family practices was lower (i.e., one standard deviation below the mean), however, employees reported lower supervisor support at lower levels of high commitment practices than they did at higher levels of high commitment practices. The relationship was similar for coworker support, as shown in Figure 5.

Hypothesis 7a suggested that the positive relationship between work-family practices and HR attributions of well-being would be stronger in companies with higher levels of high commitment practices. This effect of this interaction approached significance ($B = -.25, p = .10$). Hypothesis 7b suggested that the negative relationship between work-family practices and HR attributions of exploitation would be attenuated at higher levels of high commitment practices. This relationship was not significant. Results for Hypotheses 7a and 7b are listed in Table 3.

For Hypothesis 8a, a three-way interaction between high commitment practices, work-family practices, and work-family support was expected to predict work-family conflict (see Table 4). As depicted in Figure 6, the interaction involving organizational support was significant ($B = -.44, p = .045$). When organizational support was low (i.e., one standard deviation below the mean), work-family practices were associated with lower work-family conflict in companies with higher levels of high commitment practices, but were actually associated with higher work-family conflict in companies with lower levels of high commitment practices. When organizational support was high (i.e., one standard deviation above the mean),

work-family practices were associated with lower work-family conflict regardless of the level of high commitment practices. The three-way interaction involving coworker support approached significance ($B = .24, p = .09$) and the interaction involving supervisor support was not significant.

Hypotheses 8b and 8c suggested that the three-way interaction between high commitment practices, work-family practices, and work-family support would also predict HR attributions of well-being and exploitation, respectively. For attributions of well-being, the interactions involving organizational support ($B = .40, p = .02$) and supervisor support ($B = .50, p = .003$) were significant, but the interaction involving coworker support was not (see Table 5). As depicted in Figure 7, when supervisor support was low, high commitment practices and work-family practices were both positively related to attributions of well-being. When supervisor support was high, on the other hand, work-family practices were positively related to well-being attributions in a high commitment environment, but were actually negatively related to well-being attributions at lower levels of high commitment practices.

Interestingly, this pattern of relationships was different for organizational support, as depicted in Figure 8. High commitment practices and work-family practices were positively related to attributions of well-being when organizational support was both high and low, although the positive relationship between work-family practices and attributions of well-being was somewhat stronger at a higher level of high commitment practices. For attributions of exploitation, none of the three-way interactions were significant (see Table 6).

The influence of gender and family role salience. For Hypothesis 9, it was expected that the negative relationship between work-family practices and work-family conflict would be stronger for women than for men. As depicted in Table 8, the interaction between work-family

practices and gender was not significant. Hypothesis 10 suggested that the negative relationship between work-family practices and work-family conflict would be stronger for individuals with higher family role salience (see Table 9). The interaction between work-family practices and marital role salience approached significance ($B = .47, p = .08$) and the interaction between work-family practices and parental role salience was significant ($B = -.33, p = .04$). As depicted in Figure 9, the level of work-family conflict for employees with lower parental role salience was relatively low and stable regardless of work-family practices. Employees with higher parental role salience, however, a higher level of work-family practices was associated with a lower level of work-family conflict.

For Hypothesis 11, a three-way interaction between high commitment practices, work-family practices, and gender was expected to predict work-family conflict. As shown in Table 8, this interaction was not significant. Hypothesis 12 suggested that the negative relationship between work-family practices and work-family conflict would be strengthened by family role salience especially in a high commitment environment (see Table 9). The three-way interaction involving parental role salience approached significance ($B = -.26, p = .07$) and the three-way interaction involving marital role salience was significant ($B = -.38, p = .04$). As depicted in Figure 10, for employees with lower marital role salience, work-family practices were negatively related to work-family conflict regardless of the level of high commitment practices. Employees with higher marital role salience, on the other hand, had higher work-family conflict when there were fewer high commitment practices, regardless of the level of work-family practices, whereas work-family practices were associated with lower work-family conflict when there were higher levels of high commitment practices.

Discussion

The results of Paper 1 suggest that the broader HR system does appear to reinforce the effectiveness of work-family practices and vice versa. For example, in companies with a higher number of work-family practices, employees were more likely to perceive other HR practices such as pay, hiring, and training as aimed at increasing their well-being and less likely to see them as exploiting or attempting to get the most work out of employees. This implies that work-family practices can in fact serve as a signal to employees that the organization cares about the well-being of its employees. Although the two-way interaction between high commitment practices and work-family practices did not significantly relate to work-family conflict, it did relate to perceptions of work-family support, both as a predictor and a moderator. For employees in firms with a higher number of work-family practices, the number of high commitment practices did not appear to relate to perceptions of support. For employees in firms with a lower number of work-family practices, on the other hand, a larger number of high commitment practices appeared to compensate for a lack of work-family practices in terms of perceptions of supervisor and coworker support. This implies that, at the very least, a high commitment HR system may serve as a buffer against low perceptions of support when work-family practices are lacking.

Similarly, the two-way interaction between high commitment practices and work-family practices did not significantly predict HR attributions, suggesting that the tendency to perceive work-family practices as enhancing well-being and not as exploiting employees occurred regardless of the broader HR system. However, both types of practices did interact with perceptions of support to influence attributions. For example, for employees reporting a higher number of work-family practices, those who perceived higher levels of coworker support were

less likely to see HR practices as exploitative. For employees reporting a lower number of work-family practices, on the other hand, perceptions of coworker support were actually related to higher attributions of exploitation. This suggests that when work-family practices are low or absent, employees may rely on support from their coworkers, which may make them feel even more negatively toward the company and/or its HR practices (or lack thereof). In other words, having to rely on coworkers for support because the appropriate HR practices are not offered by the company may lead employees to view the company in a less positive light.

Three-way interactions among high commitment practices, work-family practices, and perceptions of work-family support were also found to be significantly related to work-family conflict and HR attributions. For example, for employees who perceived higher levels of support, work-family practices were negatively related to work-family conflict regardless of the number of high commitment practices. For employees who perceived lower levels of support, on the other hand, work-family practices were related to lower work-family conflict in higher-commitment systems, but were actually related to higher work-family conflict in companies with fewer high commitment practices. Similarly, for employees who perceived lower levels of supervisor support, both high commitment and work-family practices were related to higher attributions of well-being. For employees who perceived higher levels of supervisor support, work-family practices were related to higher attributions of well-being in higher-commitment systems, but were related to lower attributions of well-being in companies with fewer high commitment practices. These results imply that a high commitment HR system can enhance the effects of work-family practices on employee perceptions and that high commitment systems may be especially effective as a buffer against negative employee perceptions of HR practices and experiences of work-family conflict in the absence of sufficient work-family support.

In sum, the interaction effects found in Paper 1 extend prior findings that work-family practices are more effective when their use is supported by organizations by showing that it depends on the organization, or more specifically the type of broader HR system that is in place. As such, it appears that work-family practices and support are not “one size fits all” but rather are more effective when paired with a high commitment system in terms of employee perceptions such as HR attributions as well as outcomes such as work-family conflict.

Finally, Paper 1 tested the assumption that women are especially affected by work-family issues and the alternative that gender is a proxy for family role salience. Results indicated no significant gender differences in either main effects or interactions. In fact, gender was negatively correlated with family role salience, such that men actually reported higher marital and parental role salience than did women. While surprising, this finding may shed light on an issue particular to the video game industry, as it is an industry that has a reputation for exploiting young, single, and male employees (Deuze et al., 2007). If the assumption that work-family issues are particularly salient to women is correct, then one possible reason for the underrepresentation of women in the video game industry could be that women who do choose to pursue video game development careers are less likely to view their family roles and responsibilities as highly important. In other words, it is possible that women who care more about fulfilling their roles as mothers and/or spouses are more likely to leave (or avoid altogether) an industry that they perceive to be less supportive of work-family needs.

On the other hand, family role salience did seem to influence the relationships of interest. For example, work-family practices appeared to be especially effective at reducing work-family conflict for employees with higher parental role salience, while work-family practices did not appear to matter as much for those with lower parental role salience because their levels of work-

family conflict were already low. Further, work-family practices were negatively related to work-family conflict regardless of high commitment practices when marital role salience was low, whereas high commitment practices appeared to reinforce the effects of work-family practices in reducing work-family conflict for employees with higher marital role salience. In fact, the existence of work-family practices appeared to only be associated with lower work-family conflict for individuals with higher family role salience when they were paired with a high commitment system. Thus, it appears that family role salience may be a more accurate factor in the work-family interface than mere gender differences.

Related to the potential issue of gender segregation as a result of a lack of work-family support, it is possible that at least some women and/or individuals who view their family roles as highly important are influenced by these factors when making job choices. As discussed in Chapter II, the work-family literature has primarily focused on current employees. To broaden our view of how work-family practices influence perceptions of individuals at different career stages and to examine this issue in the broader context of the overarching HR system, a series of studies were conducted that examined how work-family practices and support as well as the broader HR system influence the perceptions and decisions of job applicants.

CHAPTER IV

PAPER 2: THE INFLUENCE OF THE HR SYSTEM AND WORK-FAMILY SUPPORT ON APPLICANT REACTIONS

As discussed in Chapter II, while organizations have increasingly adopted family-friendly HR practices that aim to assist employees in balancing their work and family lives (Kossek & Ozeki, 1999), employees are not likely to utilize such practices if they fear backlash for doing so. Indeed, recent research has shown that the degree to which employees utilize family-related

practices and their effectiveness in reducing work-family conflict depends upon the degree to which employees feel their organization and supervisor support the use of these practices and support their attempts to balance work and family (e.g., Allen, 2001; Thompson et al., 1999). As results from Paper 1 indicate, it is possible that organizations are more likely to be supportive of employees' work-family issues if doing so is in line with the organization's HR system.

However, it is unclear whether this possibility extends to job applicants. Little research has been conducted that examines whether these factors play a role in the decisions of individuals to apply to organizations in the first place.

The purpose of this paper is to examine the influence of a high-commitment HR system and work-family support on applicant perceptions of, and decisions to apply to, the organization. Three studies were conducted. The first study utilized an experimental design to examine how differences in the HR system interact with differences in work-family support to influence potential applicants' attraction to the organization and perceptions of fit with the organization. The second study followed up this research with a survey examining potential applicants' reactions to specific HR and work-family practices. The third study utilized interviews with actual applicants to qualitatively explore their perceptions of organizations with different HR systems and their considerations of family-friendly practices and support when making application decisions. The results of these studies help expand the work-family literature by identifying an organizational-level variable (i.e., HR system) that potentially contributes to consideration of applicants' work-family needs and examining how the interaction between the HR system and work-family support influences applicant reactions.

Work-Family Support and Applicant Reactions

According to recruitment-as-job-marketing theory, recruitment can be viewed as a form of advertisement in which companies attempt to draw in applicants, much as they would customers (Winter, 1998). In the recruitment literature, a key factor of interest is applicant reactions, including how attractive an organization is to an applicant and the likelihood that an applicant will actually apply for a job in the organization (e.g., Judge & Cable, 1997). One theory that has been applied to recruitment research is market signaling theory (Spence, 1973), which holds that applicants begin the job search process with limited information about organizations and use peripheral cues or signals to form initial impressions about organizations and their characteristics (e.g., see Avery, Hernandez, & Hebl, 2004; Turban, 2001). Individuals then compare the organization's 'personality' with their own and are more likely to be attracted to organizations with which they have a similar personality, as is consistent with both the similarity-attraction paradigm (Byrne, 1961) and Schneider's (1987) Attraction-Selection-Attrition (ASA) framework. Thus, individuals evaluate the degree of congruence between their own attributes and that of the organization, or the person-organization (P-O) fit, in order to inform their job search and application decisions (Cable & Judge, 1994; Judge & Cable, 1997; Turvan & Keon, 1993). Empirical research has found support for these theoretical perspectives, showing that person-organization fit is positively related to applicant attraction and intention to apply to the organization (e.g., Avery et al., 2004; Cable & Judge, 1996; Dineen, Ash, & Noe, 2002; Kristof, 1996;

Research has also examined gender differences in recruitment process and outcomes. It is possible that recruitment materials target applicants of one gender over the other and could thus play a role in the continuing segregation of jobs. However, research findings regarding gender

differences in recruitment outcomes, such as organizational attraction, have been mixed. Some studies have found that women are more likely to be attracted and apply to organizations with certain attributes or recruitment strategies such as the use of diversity statements (e.g., Ellsbury, Baldwin, Johnson, Runyan, & Hart, 2001; Rau & Hyland, 2003; Winter, 1998; Wolin, 2003). On the other hand, some studies have found no sex differences in organizational attraction and recruitment outcomes (e.g., Avery et al., 2004; Cable & Judge, 1996; Powell, 1987; Turban, 2001; Williamson, Lepak, & King, 2003).

It is possible that additional characteristics of recruitment materials or processes that have received scant attention in the literature thus far could explain these mixed results regarding gender differences. One such factor is work-family considerations. Given the assumption that work-family issues may be more salient for women than for men, it is possible that men and women differ in their attraction to and perceived fit with organizations depending on the degree to which they expect those organizations to support their work-family needs. In other words, if work-family conflict is especially a concern for women, then women may be more likely to evaluate an organization in terms of how supportive the organization will be of their work and family needs. As a result, individuals who value work-family balance (women in particular) may be more likely to perceive person-organization fit with organizations that also value work-family balance for their employees and thus will be more attracted to and more likely to apply to family-supportive organizations.

As mentioned in Chapter II, however, it is also possible that gender is actually a proxy for family role salience. Indeed, Paper 1 results indicated that differences in family role salience, but not gender, moderated the relationships among work-family practices, the HR system, work-family support, and employee perceptions and outcomes. To explore whether this is also the case

for job applicants, Paper 2 involved three studies that examined the influence of both gender differences and differences in family role salience on applicant reactions to HR and work-family aspects of organizations.

First, an experimental study examined how a high commitment HR system interacts with work-family support to influence attraction to the organization and perceptions of fit with the organization for participants playing the role of job applicants. Second, a survey examining potential applicants' reactions to specific HR and work-family practices was conducted to further explore the hypotheses. Finally, a follow-up qualitative study utilized interviews with actual applicants to explore the degree to which different HR systems and work-family support influence their perceptions and decisions.

This paper extends the results of Paper 1 by examining whether factors related to HR and work-family support influence job applicants in a similar way as employees. The results of these studies help expand the work-family literature by identifying an organizational-level variable (i.e., HR system) that potentially contributes to consideration of applicants' work-family needs and examining how the interaction between the HR system and work-family support influences applicant reactions. Taken together with the results of Paper 1, this research gives a more comprehensive view of contextual influences on work-family practices for both current employees and job applicants.

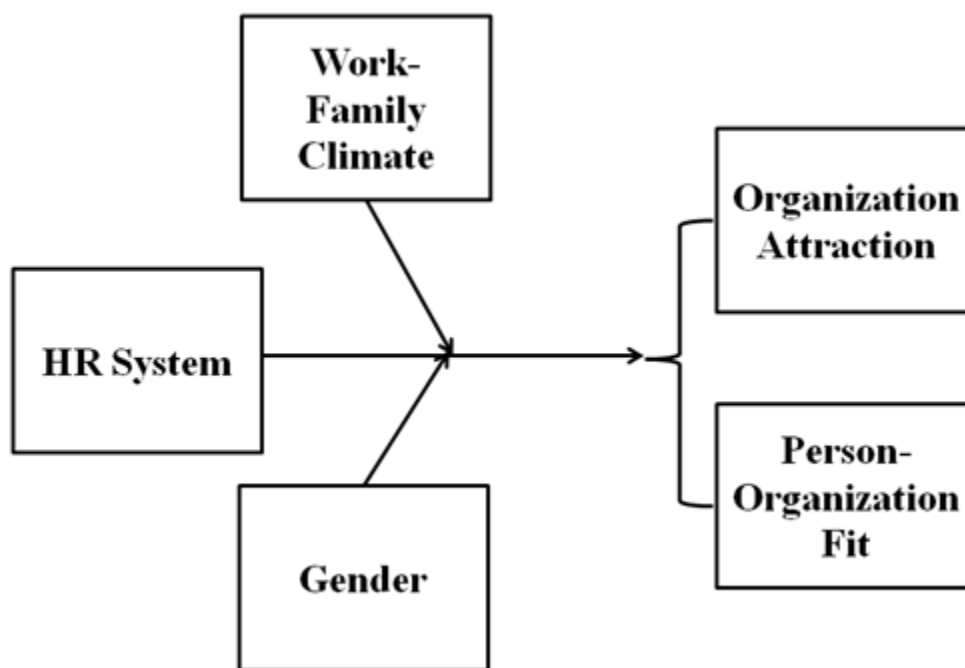
CHAPTER V

PAPER 2 STUDY 1: APPLICANT REACTIONS TO JOB ADVERTISEMENTS

As mentioned in Chapter II, the horizontal fit aspect of the contingency perspective in SHRM research suggests that HR practices or systems can be more effective when they are aligned with other practices or systems in the organization. While individuals within the same

company may differ in the degree to which they feel supported by their supervisors, coworkers, and the broader organization, job applicants are more likely to seek information about the company as a whole. Thus, the current study examined the fit between a high commitment HR system and a supportive work-family climate, or the degree to which they perceive the climate of the organization will be supportive of their work-family needs. Given that companies utilizing high-commitment HR systems are more likely to also offer work-family HR practices (e.g., Osterman, 1995), a supportive work-family climate may be more likely to emerge in organizations that use a high-commitment HR system. The hypothesized relationships are depicted in Figure 11.

Figure 11: Hypothesized Model for Paper 2 Study 1



In line with market signaling theory (Spence, 1973), it was expected that applicants would use informational cues, such as references to an organization's work-family climate and HR system, to form impressions about the extent to which their work-family needs will be met by the organization. In accordance with the person-organization fit perspective (Cable & Judge,

1996), similarity-attraction paradigm (Byrne, 1961), and the ASA framework (Schneider, 1987), it is likely that individuals will use this information to further evaluate the degree to which they would “fit” with the organization and its employees if they were hired. It is possible that applicants will have positive reactions if they interpret a high commitment HR system as enhancing the quality of employees’ work and family lives. Thus, the following was hypothesized:

Hypothesis 1: *A high-commitment system will be more positively related to applicant reactions than a low-commitment system.*

Regarding the effects of the HR system, it was also expected that a supportive work-family climate would reinforce the positive perceptions of a high commitment system. As discussed in Chapter II, high-commitment HR systems may indicate to employees that the organization cares about their well-being. In addition, the focus of long-term retention in high commitment HR systems may strengthen the effects of work-family practices and support, as employees who are better able to balance work and family responsibilities should be less likely to experience job dissatisfaction, burnout, and turnover.

If a supportive work-family climate is a better “fit” with a high commitment system, then it may also be the case that applicants interpret high commitment organizations as potentially assisting them in their work-family needs in order to keep them happy and willing to continue working for the organization. Thus, the following relationship was hypothesized:

Hypothesis 2: *Work-family climate will moderate the relationship between HR system and applicant reactions, such that the positive relationship between a high-commitment system and applicant reactions will be stronger for organizations with a supportive work-family climate.*

As discussed previously, there is at least an assumption that work-family conflict is an especially salient issue for women. Thus, it is possible that women will have more positive perceptions than men toward organizations that they perceive will support them in their work and family needs. On the other hand, it may be that the salience of the family role (i.e., parental and marital roles) is a more relevant predictor of evaluations regarding work-family support. Thus, the current study examined whether gender and family role salience would moderate the interaction between HR system and work-family climate, such that female job applicants and/or those with higher family role salience would be more influenced by the HR system and work-family climate of a company.

***Hypothesis 3:** There will be a three-way interaction, such that female applicants/applicants with higher family role salience will be more attracted to supportive work-family climates, and this relationship will be stronger for high-commitment HR systems.*

Method

Sample and Procedures

Participants were 139 individuals (67 men and 72 women) residing in the United States who were recruited through Amazon Mechanical Turk (www.mturk.com), an online service where individuals sign up as “workers” and complete short, online tasks for a small fee. Participant ages ranged from 18 to 70 years old ($M = 35.45$, $SD = 13.72$); were White/Caucasian (77%), Black/African-American (9.4%), Asian/Pacific Islander (11.5%), or other/multiple (2.2%); had 0 to 5 children living at home, with 65.5% having no children and 33.1% having at least 1 child; and were either in some type of committed relationship (61.2%) or single (38.8%).

Participants were asked to complete an online survey that took approximately 15 minutes, in which they read a job advertisement and answered a series of questions regarding the advertisement. They also completed measures about their personalities, attitudes, and demographics. A 2 (HR system) x 2 (work-family climate) design was utilized, in which HR system and work-family climate were manipulated as between-person variables. Thus, each participant evaluated one job advertisement and was randomly assigned to one of four conditions: (1) low-commitment system and unspecified work-family climate ($N = 34$), (2) high-commitment system and supportive work-family climate ($N = 31$), (3) high-commitment system and unspecified work-family climate ($N = 38$), or (4) low-commitment system and supportive work-family climate ($N = 36$). Refer to Appendix B for the job advertisements that were utilized in the study. The family role salience measures were the same as used in Paper 1 and are shown in Appendix A. Other measures utilized in Paper 2 are listed in Appendix C.

Measures

Person-organization fit. Perceptions of person-organization fit were measured with three items (Judge & Cable, 1997) using a 5-point Likert-type scale (1 = not at all; 5 = completely). An example item is, “Do you think the values and ‘personality’ of this organization reflect your own values and personality?” Internal consistency reliability for the three items was low ($\alpha = .62$). The low reliability appeared to be due to the one reversed item; because it was likely that participants misunderstood this item as being worded in a positive instead of negative manner, this item was dropped for analyses. Thus, two items ($\alpha = .86$) were used for the final measure of person-organization fit (Items 1 and 3 in Appendix C).

Organization attraction. Perceived attractiveness of an organization was measured with three items (Judge & Cable, 1997) using a 5-point Likert-type scale (1 = not at all; 5 = very). An

example item is, “Rate your overall attraction to this organization.” Internal consistency reliability was acceptable ($\alpha = .89$) for this scale.

Family role salience. The salience of participants’ family roles was measured with two 5-item scales (marital and parental) of the Life-Role Salience Scales (LRSS; Amatea, Cross, Clark, & Bobby, 1986) using a 5-point Likert-type scale (1 = strongly disagree; 5 = strongly agree). The parental role scale involves 4 items (e.g., “My life would be empty if I never had children”) and had sufficient reliability ($\alpha = .91$). The marital role scale involves 4 items (e.g., “My life would seem empty if I never married or had a committed relationship”) and had sufficient reliability ($\alpha = .94$).

Gender role orientation. Gender-role orientation was measured with the 20-item Traditional-Egalitarian Sex Roles scale (Larsen & Long, 1988) using a 5-point Likert-type scale (1 = strongly disagree, 5 = strongly agree). An example item is, “Ultimately a woman should submit to her husband’s decision.” Internal consistency reliability was sufficient ($\alpha = .94$). Higher scores reflect a more egalitarian orientation, whereas lower scores reflect a more traditional orientation.

Demographics. The following demographic information was assessed: gender (1 = male; 2 = female), age (number of years), race/ethnicity (1 = White/Caucasian, 2 = Black/African-American, 3 = Asian/Pacific Islander, 4 = Other/Multiple), number of children living at home, employment status (1 = full-time, 2 = part-time, 3 = unemployed), and relationship status (1 = married and lives with spouse, 2 = married and does not live with spouse, 3 = committed and lives with partner, 4 = committed and does not live with partner, 5 = single). To compare single individuals with those in a committed relationship, the relationship status variable was dichotomized such that 1 = single and 2 = married/committed.

Results

Descriptive statistics for the continuous variables of interest are displayed in Table 10. The dependent variables, person-organization fit and organization attractiveness, were highly correlated ($r = .70, p = .00$). Person-organization fit was significantly correlated with gender role orientation ($r = -.18, p = .03$), marital role salience ($r = .20, p = .02$), work role salience ($r = .19, p = .02$), and parental role salience ($r = .22, p = .01$). Organization attractiveness was significantly correlated with marital role salience ($r = .23, p = .01$), work role salience ($r = .21, p = .01$), and parental role salience ($r = .22, p = .01$).

To test the hypotheses and because the two dependent variables were highly intercorrelated, a separate one-way ANOVA was conducted for each dependent variable. For the dependent variable of person-organization fit, the effects of HR system, work-family climate, gender, and their interactions were first examined. Then, the effects of the HR system, work-family climate, and family role salience (i.e., marital and parental role salience) and their interactions on person-organization fit were examined. Results are displayed in Table 11. These same tests were conducted for the dependent variable of organization attraction and results are displayed in Table 12. Results reported here did not involve control variables, although analyses controlling for work salience, gender role orientation, and presence of children in the home produced similar results.

Regarding Hypothesis 1, a main effect of HR system was expected, such that a high commitment HR system would be related to higher person-organization fit and organization attraction. This hypothesis was not supported, as the main effect of HR system was not significant for either dependent variable. An interaction between HR system and work-family climate was also expected, such that a positive relationship between a high commitment HR

system and applicant reactions (Hypothesis 2) would be stronger for supportive work-family climates. For the dependent variable of person-organization fit, the interaction in the model involving gender approached significance, $F(1, 131) = 2.94, p = .09$, partial $\eta^2 = .02$ and was significant in the model involving marital role salience, $F(1, 81) = 6.77, p = .01$, partial $\eta^2 = .08$. As depicted in Figure 12, person-organization fit perceptions were highest for companies with low commitment systems and supportive work-family climates ($M = 3.50, SD = .70$) and lowest for companies with low commitment systems and unspecified work-family climates ($M = 3.07, SD = 1.08$). However, least-significant difference (LSD) pairwise comparisons revealed that, of the four groups, only the two low commitment systems significantly differed from each other (mean difference = .43, $p = .04$). In addition, the interaction was not significant for the analysis involving parental role satisfaction. Thus, it appears that a supportive work-family climate has the greatest effect on applicant reactions when the broader HR system offers a low commitment environment, but does not appear to have an influence in a high commitment system.

For the dependent variable of organization attraction, the interaction between HR system and work-family climate was not significant for the analysis involving gender but was significant for the analysis involving marital role salience, $F(1, 81) = 5.52, p = .02$, partial $\eta^2 = .06$. When the work-family climate was unspecified, organization attraction was higher for high commitment HR systems ($M = 3.75, SD = .88$). For supportive work-family climates, on the other hand, organization attraction was higher for companies with low commitment systems ($M = 3.53, SD = .89$). However, post hoc comparisons revealed no significant differences between any of the four conditions. In addition, the interaction was not significant for the analysis involving parental role satisfaction. Taken together, the pattern of relationships suggests that while a supportive climate does not appear to strengthen perceptions toward high commitment systems,

it does appear to buffer the less positive reactions toward low commitment systems. However, results were mixed and should thus be interpreted with caution.

Regarding Hypothesis 3, a three-way interaction between HR system, work-family climate, and gender/family role salience was tested for person-organization fit and organization attraction. In predicting person-organization fit, the three-way interaction term was not significant for either the analysis involving gender or the analyses involving family role salience. In predicting organization attraction, the three-way interaction was not significant for the analysis involving gender nor parental role salience, but it was significant for the analysis involving marital role salience, $F(1, 81) = 2.18, p = .05$, partial $\eta^2 = .14$. As depicted in Figure 13, applicants were generally more attracted to companies with high commitment than low commitment HR systems when the work-family climate was unspecified. When the work-family climate was supportive, applicants were more attracted to companies with high-commitment than low-commitment HR systems when marital role salience was high. In contrast, applicants were more attracted to low-commitment than high-commitment HR systems when marital role salience was low. This result is consistent with Hypothesis 3 in that applicants with higher marital role salience were more attracted to a supportive work-family climate, especially when the company had a high-commitment HR system, suggesting that a supportive work-family climate has a better “fit” with a high-commitment system than with a low-commitment system in the eyes of job applicants with higher marital role salience. However, these results were not replicated for parental role salience, thus Hypothesis 3 received mixed support.

While not hypothesized, the effect of the two-way interaction between HR system and marital role salience on person-organization fit perceptions approached significance, $F(1, 81) = 1.70, p = .06$, partial $\eta^2 = .25$. While applicants with lower marital role salience did not generally

differ in their attraction to high- versus low-commitment HR systems, applicants with higher marital role salience preferred high-commitment HR systems over low-commitment HR systems. This further supports the results for Hypothesis 3 involving marital role salience.

Discussion

Results of Study 1 indicate that a high or low commitment HR system does not have a direct effect on applicant reactions, but rather depends upon the supportiveness of the work-family climate. For example, perceptions of person-organization fit was highest for low commitment systems paired with a supportive work-family climate, and were lowest for low commitment systems paired with an unspecified work-family climate. On the other hand, the work-family climate did not appear to have an effect on applicant reactions for high commitment systems. Similarly, a supportive-work family climate appeared to improve applicant attraction to organizations with low commitment systems. These results suggest that a supportive work-family climate may compensate for a low commitment system in terms of applicants' perceptions of fit with, and attraction to, the organization.

It was also found that attraction to a high commitment system depended not only on applicants' preferences for work-family climates but their marital role salience as well. When the work-family climate was supportive, applicants with higher marital role salience were more attracted to a high commitment system while applicants with lower marital role salience preferred a low commitment system. When the work-family climate was not specified as supportive or unsupportive, however, all applicants preferred the high commitment system. Neither gender nor parental role salience appeared to influence applicant reactions to high commitment systems or supportive work-family climates. The lack of significant findings for gender, similar to the results of Paper 1, suggests that the assumption in the work-family

literature that women are especially concerned about work-family issues may not be accurate, but rather may depend on the degree of importance they place on their family roles and responsibilities. The significant results found for marital role salience but not for parental role salience may be due to the sample utilized in this study, as the majority of participants were in a committed relationship but did not have children.

CHAPTER VI

PAPER 2 STUDY 2: APPLICANT REACTIONS TO HR PRACTICES

While Study 1 shed light on the potential for the HR system and work-family climate to serve as cues when applicants form impressions and make decisions about applying to organizations, the use of relatively vague descriptions of the company's HR system and work-family climate may limit the conclusions that can be made. While job applicants may form very initial impressions based on brief job advertisements when they begin their job search, they likely follow up their search by seeking more detailed information, such as the specific practices and benefits the company provides. Thus, a second study was conducted that examined applicant reactions to specific high commitment and family-friendly practices. Participants once again enacted the role of job applicants, but rather than evaluate general job and company descriptions, they rated their attraction to a list of specific HR practices that included high commitment and work-family practices and benefits as well as the specific measure items for a supportive work-family climate.

As mentioned previously, women have increased their presence in the workforce over the years yet have retained a majority of the household and childcare responsibilities, and thus it is at least assumed that women are more likely to encounter work-family issues than are men (Powell & Greenhaus, 2010). Given that employees tend to self-select into organizations that they

perceive as fitting their personalities, goals, and values (e.g., similarity-attraction paradigm; Byrne, 1961), it is possible that women will be more attracted to organizations that they perceive to be supportive of work-family needs. As with Study 1, it is possible that broad gender differences are merely a proxy for more specific factors that relate to the work-family interface, such as family role salience or the importance of family responsibilities. Thus, it may be the case that applicants with higher family role salience (i.e., importance of family responsibilities) will be more likely to apply to family-supportive organizations than individuals and those who do not highly value the family role. Thus, the following relationships were expected:

Hypothesis 1: *Work-family practices will be more attractive to women than to men.*

Hypothesis 2: *Work-family practices will be more attractive to applicants with a higher family role salience.*

Another factor that may influence applicants' consideration of work-family issues is their previous or current experience (or lack thereof) with work-family conflict. For example, an applicant who is considering leaving their current job because her company expects her to spend too much time away from her family may likely be looking to work for a company that offers more flexibility. As such, it was expected that individuals who have recently experienced (or are currently experiencing) higher levels of work-family conflict would be more attracted to work-family practices. In addition, it is possible that the degree to which work-family conflict plays a role in applicant decisions depends upon the importance of the work-family interface to the applicant. That is, applicants who have experienced work-family conflict but do not view the family role as highly important may be less likely to be adversely affected by work-family conflict, and in turn will not be as motivated to seek a job at a company that provides work-family practices. Applicants who highly value the family role, on the other hand, may be

especially motivated by current or past work-family conflict to seek a job that allows them to better balance their work and family roles. Thus, the following hypotheses were proposed:

Hypothesis 3: *Applicants' recent levels of work-family conflict will be positively related to attraction to work-family practices.*

Hypothesis 4: *Family role salience will moderate the relationship positive between work-family conflict and work-family practice attraction, such that the relationship will be stronger for applicants with higher family role salience.*

As discussed previously, the effectiveness of work-family practices for current employees appears to depend upon the degree to which the company has a supportive work-family climate (e.g., Allen, 2001; Anderson et al., 2002; Kossek et al., 2010; Thompson et al., 1999). Even if family-friendly practices are offered, employees may choose not to use them if they believe they will be stigmatized or seen as a less-than-ideal worker by their supervisors or coworkers if they were to use the practices. It is not known, however, whether this is also the case for job applicants. It is possible that the degree to which applicants are attracted to work-family practices and/or high commitment practices depends upon the degree to which they are attracted to a supportive work-family climate. Thus, it was expected that attraction to a supportive work-family climate would be positively related to attraction to work-family practices in general. The relationship between gender and family role salience and work-family practice attraction was expected to be stronger for those who are more attracted to a supportive work-family climate.

Hypothesis 5: *Women will be more attracted to work-family practices than men, and this relationship will be stronger for women who are more attracted to a supportive work-family climate.*

Hypothesis 6: *Applicants with higher family role salience will be more attracted to work-family practices, and this relationship will be stronger for those who are more attracted to a supportive work-family climate.*

Similar to Study 1, it was expected that applicants may be more attracted to high commitment HR systems in general because they indicate that the company “takes care of” and fosters long-term relationships with its employees. Following this logic, work-family HR practices may be reinforced by a high commitment HR system because both involve practices that foster long-term commitment and retention. Accordingly, applicants who favor work-family practices may be especially attracted to high commitment practices as well. Thus, the following relationship was hypothesized:

Hypothesis 7: *Attraction to work-family practices will be positively related to attraction to high commitment practices.*

If applicants view work-family practices as having a good fit with a high commitment system, then it is possible that those who are more attracted to work-family practices (e.g., women) would be more attracted to high-commitment practices as a result, because they see these practices as supportive of each other, which would maximize the chances that the company would allow them to balance their work and family lives. Thus, it was expected that the relationship between applicant characteristics (i.e., gender and family role salience) and attraction to high-commitment practices would be mediated by attraction to work-family practices, and this mediation would be stronger for those who are more attracted to a supportive work-family climate.

Hypothesis 8: *Attraction to work-family practices will mediate the moderating effect of gender and attraction to a supportive work-family climate on attraction to high commitment practices.*

Hypothesis 9: *Attraction to work-family practices will mediate the moderating effect of family role salience and attraction to a supportive work-family climate on attraction to high commitment practices.*

Hypothesis 10: *Attraction to work-family practices will mediate the moderating effect of work-family conflict and attraction to a supportive work-family climate on attraction to high commitment practices.*

Method

Sample and Procedures

Participants were 156 individuals (80 men and 76 women) residing in the United States recruited through Amazon Mechanical Turk (www.mturk.com). Participants were asked to complete an online survey that took approximately 15 minutes, in which they rated a number of management practices. Participants also answered a number of questions about their personalities and demographics. Participant ages ranged from 18 to 68 years old ($M = 32.14$, $SD = 11.50$); were White/Caucasian (80.1%), Black/African-American (6.4%), Asian/Pacific Islander (9.6%), or other/multiple (3.8%); had 0 to 4 children living at home, with 71.2% having no children and 28.8% having at least 1 child; and were either in some type of committed relationship (62.8%) or single (37.2%).

Measures

The online survey included the life role salience measures as used in Paper 1 (see Appendix A) and the gender role orientation and demographic measures as used in Study 1. In

addition, participants completed measures related to their attraction to high commitment HR practices and work-family practices. Survey measures other than family role salience are listed in Appendix C.

High commitment HR practices. Respondents rated 8 items, as used in prior research (e.g., Guthrie et al., 2002; Huselid, 1995): use of information sharing programs, internal promotions, attitude surveys, employee participatory programs, group-based pay, formal on-going training, formal grievance procedures, and cross-training/cross-utilization. Respondents were asked to indicate their level of attraction to a company that offers each practice (1 = not at all; very much). Given a sufficient internal consistency reliability ($\alpha = .74$), these items were combined as an index to reflect a continuum of attraction ranging from more traditional, low commitment HR systems (lower scores) to more commitment-focused HR systems (higher scores).

Work-family HR practices. Attraction to work-family practices was measured using 8 items from prior research (e.g., Allen, 2001; Butler, Gasser, & Smart, 2004): flexible scheduling, compressed workweek, telecommuting/work from home, paid maternity/paternity leave, paid sick leave for family care/bereavement, on-site child care services, daycare/eldercare referral services, and childcare/eldercare subsidies. Respondents were asked to indicate their level of attraction to a company that offers each practice (1 = not at all; very much). Given a sufficient internal consistency reliability ($\alpha = .77$), these items were combined as an index, such that higher scores reflect higher attraction to work-family HR practices.

Work-family conflict. Work-family conflict was measured with 10 items (Netemeyer, Boles, and McMurrian, 1996). Participants were instructed to rate their agreement (1 = strongly disagree; 5 = strongly agree) with each item based on their experiences at their current or most

recent job. Items from the original scale were modified to reflect the past tense. The work-to-family conflict dimension involves 5 items (e.g., “The demands of my work interfered with my home and family life”) and had a high internal consistency reliability ($\alpha = .92$). The family-to-work conflict dimension involves 5 items (e.g., “I had to put off doing things at work because of the demands on my time at home”) and also had a high internal consistency reliability ($\alpha = .92$).

Results

Descriptive statistics for the continuous variables of interest are displayed in Table 13. Attraction to a supportive work-family climate was significantly correlated with parental role salience ($r = .16, p = .05$), work-to-family conflict ($r = -.19, p = .02$), and family-to-work conflict ($r = -.47, p = .00$). Attraction to work-family practices was significantly correlated with parental role salience ($r = .21, p = .01$), marital role salience ($r = .20, p = .01$), and attraction to high commitment practices ($r = .32, p = .00$).

To test the hypotheses, data were analyzed using the PROCESS macro for SPSS (Hayes, 2012) which is available for download at <http://www.afhayes.com>. This program uses a path analysis framework and allows a large variety of models combining mediation and moderation to be tested, similar to those described by Edwards and Lambert (2007). By testing mediators and moderators simultaneously and by utilizing asymmetric bootstrap calculations of confidence intervals and standard errors of indirect effects, conclusions are more robust than for simple mediation analyses (e.g., the causal steps approach; Baron & Kenny, 1986) and indirect effect tests (e.g., the Sobel z-test; Baron & Kenny, 1986).

Hypotheses 1 through 6 were tested using simple moderation models (Model 1 in the PROCESS program) and results are listed in Table 14. Hypotheses 7 through 10 were tested using mediated moderation models (Model 8 in the PROCESS program) in which the moderator

variable moderates both the relationship between the independent variable and mediator and the relationship between the independent and dependent variables. This type of model is similar to Edwards and Lambert's (2007) direct effect and first stage moderation model. To conserve space, only results for Hypothesis 9 are listed in Table 15.

Hypotheses 1 and 5 were tested using a simple moderation model in which attraction to a supportive work-family climate moderated the relationship between gender and attraction to work-family practices. Gender was not significantly related to attraction to work-family practices, failing to support Hypothesis 1. The moderating effect of attraction to a supportive work-family climate on this relationship was also not significant, failing to support Hypothesis 5. To test Hypotheses 2 and 6, a simple moderation model was analyzed in which attraction to a supportive work-family climate moderated the relationship between family role salience (i.e., parental role salience and marital role salience) and attraction to work-family practices. Hypothesis 2 was supported, such that parental role salience ($B = .95$, $SE = .42$, $t = 2.24$, $p = .03$) and marital role salience ($B = 1.25$, $SE = .40$, $t = 3.12$, $p = .00$) were positively related to attraction to work-family practices.

Hypothesis 6 was also supported, such that attraction to a supportive work-family climate moderated the relationship between family role salience and attraction to work-family practices. The interaction between marital role salience and attraction to a supportive work-family climate was significant, $B = -.27$, $SE = .10$, $t = -2.79$, $p = .01$, as depicted in Figure 14. For applicants with lower marital role salience, attraction to work-family practices increased at higher levels of attraction to a supportive work-family climate. For applicants with higher marital role salience, however, attraction to work-family practices decreased at higher levels of attraction to a

supportive work-family climate. For parental role salience, the interaction approached significance and had a similar pattern of relationships, $B = -.19$, $SE = .10$, $t = -1.93$, $p = .06$.

To test Hypotheses 3 and 4, a simple moderation model was tested in which family role salience (i.e., parental and marital role salience) moderated the relationship between work-family conflict (i.e., work-to-family and family-to-work conflict) and attraction to work-family practices. The main effects of work-to-family conflict and family-to-work conflict were not significant, failing to support Hypothesis 3. The interaction between work-to-family conflict and parental role salience approached significance, $B = .08$, $SE = .05$, $t = 1.88$, $p = .06$. As depicted in Figure 15, for applicants with lower parental role salience, attraction to work-family practices decreased at higher levels of work-to-family conflict. For applicants with higher parental role salience, attraction increased at higher levels of work-to-family conflict, in congruence with the hypothesis. The interaction between work-to-family conflict and marital role salience showed a similar pattern but did not reach significance ($p = .10$). The interaction between family-to-work conflict and marital role salience approached significance, $B = .12$, $SE = .06$, $t = 1.86$, $p = .07$, again indicating that an increase in family-to-work conflict was positively related to attraction to work-family practices for those with higher marital role salience but negatively related to attraction for those with lower marital role salience. The interaction between family-to-work conflict and parental role salience also showed this pattern of results but only approached significance, $B = .10$, $SE = .06$, $t = 1.72$, $p = .09$. Thus, the pattern of relationships was in the expected direction but only approached significance, providing mixed support for Hypothesis 4.

To conserve space, only results of the mediated moderation models testing Hypothesis 9 are listed in Table 15. Since only one independent variable can be entered for each model in the PROCESS program, a total of five models were analyzed. Regression coefficients are

unstandardized (B) and 95% confidence intervals for indirect effects are bias-corrected bootstrap estimates with 5,000 bootstrap samples. In each of the models, attraction to work-family practices was significantly and positively related to attraction to high commitment practices, providing support for the view that work-family practices “fit” with high commitment HR systems, which supports Hypothesis 7.

To test Hypothesis 8, a model was tested in which attraction to work-family practices mediated the effect of the interaction of gender and attraction to a supportive work-family climate on attraction to high commitment practices. The mediator was not significant, failing to support Hypothesis 8. The same model with family role salience as a predictor was used to test Hypothesis 9. With marital role salience as the independent variable, the indirect effect of attraction to work-family practices was significant (CI = -.14 to -.02). This suggests that the interaction found for Hypothesis 6, such that attraction to a supportive work-family climate was positively related to attraction to work-family practices for applicants with lower marital role salience but negatively related for applicants with higher marital role salience, predicted attraction to high commitment practices in turn. However, this model did not reach significance with parental role salience as the independent variable (CI = -.14 to .00). Thus, Hypothesis 9 was supported for marital role salience but not for parental role salience. To test Hypothesis 10, a model was tested in which attraction to work-family practices mediated the effect of the interaction of work-family conflict and attraction to a supportive work-family climate on attraction to high commitment practices. The mediation was not significant for work-to-family conflict or for family-to-work conflict, failing to support Hypothesis 10.

Discussion

The results of Study 2 extend the findings from Study 1 by examining specific HR practices and a full measure of work-family climate rather than a brief description. Results indicate that applicants who were more attracted to work-family practices were also more attracted to high commitment practices. Combined with the findings from the prior studies, this provides further evidence that work-family practices are a better “fit” with high commitment practices or systems. Also congruent with the prior studies, applicant reactions to work-family and high commitment practices appeared to depend on applicants’ family role salience. For example, for applicants with lower family role salience, attraction was higher for both work-family practices and supportive work-family climates. For applicants with higher family role salience, however, those who were more attracted to supportive work-family climates were actually less attracted to work-family practices. This suggests the possibility that a supportive work-family climate may serve as a substitute for work-family practices in the eyes of job applicants. That is, job applicants who are especially concerned about work-family balance (i.e., those with higher family role salience) may be less concerned with having specific work-family practices at their disposal if they believe the organization will generally be supportive of their work-family needs. It was also found that applicants who were more attracted to work-family practices were, in turn, more attracted to high commitment practices.

It was also found that applicants’ current or prior experiences of work-family conflict influenced their attraction to work-family practices depending on their family role salience. That is, a higher level of work-family conflict was related to higher attraction to work-family practices, but only for those with higher family role salience. This finding is congruent with the Paper 1 results for current employees in which work-family practices were associated with lower

work-family conflict only for employees with higher family role salience. While family role salience (i.e., both marital and parental role salience) was found to be an important factor in applicant reactions, significant gender differences in applicant reactions were not found.

Consistent with the findings of the prior applicant study as well as the results of Paper 1, these findings imply that gender has perhaps been used as a proxy for more accurate predictors of work-family concerns, such as family role salience.

CHAPTER VII

PAPER 2 STUDY 3: A QUALITATIVE EXPLORATION OF APPLICANT REACTIONS

The first two studies of Paper 2 shed light on the ways in which applicants react to high commitment HR systems and work-family practices and climates. The third study took a qualitative approach to explore the reasons behind these reactions. It also utilized a sample of actual job applicants who were currently in the process of searching for jobs.

The primary questions addressed by Paper 2 are how applicants react to high commitment HR systems, work-family climates, and work-family practices individually as well as how the degree of “fit” between these factors influences applicant reactions. In conjunction with the quantitative studies which examined *what* job applicants prefer in a company regarding its employee management system, this qualitative study helps elucidate *why* job applicants prefer some types of practices and climates over others.

For example, the results of Study 1 indicated that, generally speaking, individuals perceived the highest level of person-organization fit and reported the highest attraction to the company utilizing a low commitment system paired with a supportive work-family climate. While most results across the studies of Papers 1 and 2, particularly in regard to interaction effects, have been relatively consistent, these findings were surprising because applicants

appeared to prefer a low commitment system over a high commitment system when the climate was supportive. In addition, the results of Study 1 suggested that participants preferred a high commitment system when the climate was unspecified, regardless of family role salience. But for climates that were supportive, applicants with higher marital role salience preferred a high commitment system while applicants with lower marital role salience preferred a low commitment system. While the attraction to high commitment systems reported by those with higher family role salience was congruent with the hypotheses, it is less clear why those with lower family role salience would prefer a low commitment system over a high commitment one. By exploring these issues qualitatively, the results of Study 3 help clarify the reasons why some individuals prefer one type of HR system or the other.

The results of Study 2 indicated that for participants with lower family role salience, attraction to a supportive work-family climate was associated with higher attraction to work-family practices. For participants with higher family role salience, on the other hand, attraction to a supportive work-family climate was actually associated with lower attraction to work-family practices. One possible explanation is that those with higher family role salience care more about the overall climate than the individual practices. Another possibility is that those with higher family role salience have attempted to use work-family practices in the past but found that they did not help reduce conflict (e.g., perhaps due to a lack of support for their use), whereas those with lower family role salience have had less experience with the use of such practices and thus are more attracted to the idea of these practices more so than attraction based on personal experience. Results from Study 2 also indicated that individuals who recently or were currently experiencing higher levels of work-family conflict were more attracted to work-family practices when family role salience was higher, while those with lower family role salience and higher

work-family conflict were actually less attracted to work-family practices. It may be the case that individuals with lower family role salience are less likely to find work-family practices useful even when they are experiencing (or have recently experienced) elevated levels of work-family conflict. The qualitative nature of Study 3 allowed for the exploration of these possibilities by asking job applicants about the reasons behind their preferences (or lack thereof) for certain types of practices and climates.

Given the exploratory nature of Study 3, no formal hypotheses were formulated and the interview questions were largely based on the results from Studies 1 and 2. Rather, job applicants indicated their preferences for work-family practices, supportive versus unsupportive work-family climates, and high versus low commitment HR systems and were then asked to give their reasons for those preferences in order to explore the possibilities described above. It was generally expected that job applicants would report more positive reactions to companies with supportive work-family climates and practices. It was further expected that the reasons some applicants would be more attracted than others would be due to their current or future plans for family and home responsibilities. The influence of the broader HR system (i.e., high commitment system) on applicant perceptions was also explored.

Method

Sample and Procedures

Participants were 34 individuals (19 women; 15 men) who were actively looking for a job (61.8%), preparing to begin a job search (5.9%), or had recently completed a job search (32.4%). Participants were recruited through two means: (1) advertisements in two graduate-level courses in an Industrial Relations school at a large Northeastern University, in which participants were offered course credit in exchange for their participation and (2) advertisements posted to a

private, online game developer group on a popular career networking website (i.e., LinkedIn), in which participants were offered a \$10 gift card in exchange for their participation. For the former recruitment method, participants were first invited to fill out a brief quantitative survey, in which they completed measures regarding their current and future plans for relationships and family, their evaluations of different types of companies, and a number of relevant demographics. Participants were then invited to take part in a phone interview that took approximately 30 minutes. For the latter recruitment method, participants completed the entire study online (i.e., both quantitative and qualitative items). All qualitative questions were exactly the same across the two formats (phone interview and online survey). No major differences in the pattern of responses were noted between the two samples, so all data were combined into a single data set. Both quantitative and qualitative items are listed in Appendix D.

The qualitative questions were designed largely based on the results from Studies 1 and 2 in order to help elucidate the findings from those studies. The initial questions were broader, asking participants to describe their current job search experiences (e.g., what types of companies they have considered, what they liked and disliked about each company, etc.). Then, more specific questions were asked, such as their reactions toward companies with supportive work-family climates, high-commitment HR systems, and work-family practices, as well as the reasons behind those reactions.

Analysis and Results

Analysis of Data

Since the purpose of Study 3 was to follow up the results of Studies 1 and 2 in order to explore reasons why applicants may be more or less attracted to certain types of HR practices or climates, the method of analysis was similar to a grounded theory approach such that the text

was analyzed using a two-step process as used in prior qualitative work (e.g., Kreiner, Hollensbe, & Sheep, 2009). First, an inductive approach was utilized by generating codes from the text itself, such that a descriptive code was given to each phrase or sentence within a response. Thus, all written responses/transcripts were initially coded using a coding scheme that emerged over time, in which the purpose of the initial codes was to summarize the main point of each phrase or sentence and often used the wording of the responses themselves (e.g., “Company B sounds like I would just be a cog in a machine” was initially coded “cog in machine”). As codes emerged, the codes were applied to the text as appropriate from the emerging list of codes and codes were added and adjusted as necessary. For example, after determining that several responses to a particular question referred to a company as not respecting employees, the initial code “cog in machine” for that question was changed to “no respect for employees” as its meaning implies that the employee is not treated with respect. Once the list of codes was complete (i.e., no more codes were added or adjusted), transcripts were re-analyzed to apply the final codes.

Second, after the initial descriptive coding was completed, the codes were grouped into broader categories and the frequency of codes was assessed for each category. For each question, there were two broader categories: a preference for one type of HR system or climate versus a preference for the other. For example, in comparing a company with a supportive work-family climate to a company with an unsupportive climate, the two categories were “prefers supportive” and “prefers unsupportive.” The codes within each category were then summed to produce the total number of times that participants gave a particular reason (i.e., code) for their preferences for a certain practice, system, or climate. For example, if five of the respondents referred to “no respect for employees” for an unsupportive climate, then the code “no respect for employees”

was equal to five. Thus, the results of Study 3 are given as frequencies with which each response was given by participants.

It should be noted that the quantitative survey items asking participants about their preferences for one company versus another required participants to make a choice between the two (e.g., high commitment versus low commitment systems). Thus, the total N for these questions always equaled 34. The open-ended follow-up questions that asked participants to describe their reasons behind each preference allowed them to describe the pros and/or cons of both types of companies. Thus, the number of codes for each qualitative answer could exceed the total N since participants could discuss what they liked or disliked about both companies, despite the fact that they indicated a preference for one over the other. For example, a participant who generally preferred a high commitment system gave reasons behind this preference as well as advantages/disadvantages of the other type of company (e.g., “I prefer Company A because it gives more flexibility in decision-making, although I do like that Company B gives individual performance-based incentives”).

High Commitment HR Systems

One item on the quantitative survey described two companies, one with a high commitment HR system and one with a low commitment HR system, and asked respondents to indicate which company they found more attractive. Of the 37 total participants, 27 participants preferred a high commitment HR system while 7 participants preferred a low commitment HR system. As depicted in Table 16, the most common reasons for preferring high commitment systems included that they likely have collaborative cultures ($n = 12$), they provide career development opportunities ($n = 10$), they allow employee input in decision-making ($n = 10$), and employees are more respected, motivated, and/or satisfied ($n = 8$). Examples of responses

include, “I preferred the company culture that was more collaborative and team-based versus the other company that was promoting working in silos and there were specific job duties and titles” for the category of collaborative culture and “I like having involvement in management decisions because I’m feeling that’s not how I feel in the current job” for the category of input in decision-making.

The most common reasons for preferring low commitment systems included a preference for individual-based incentives ($n = 8$), clear expectations and structure ($n = 4$), and fewer free-riders ($n = 2$). Examples of responses include, “I like supervision and working in a very structured setting” for the category of clear expectations and “In a group, the individual is lost; I appreciate individual performance more than group” for the category of individual-based incentives.

Supportive Work-Family Climates

Another item on the quantitative survey described two companies, one with a supportive work-family climate and one with an unsupportive work-family climate. Of the 37 total participants, 31 participants preferred a supportive climate while 3 participants preferred an unsupportive climate. As depicted in Table 16, the most common reasons for preferring a supportive work-family climate included a preference to balance or integrate work and family responsibilities ($n = 24$), employees are more respected, motivated, and/or satisfied ($n = 7$), and it enhances employee well-being or health ($n = 7$). Examples of responses include, “There has to be a flexibility, to balance your friends and family with your work” for the category of preference to balance and “I think it’s important that the company recognizes the individual, because if you feel like you’re not respected or you can’t come to work as a whole person, I

think that will weigh down on you” for the category of employees are more respected, motivated, and/or satisfied.

The most common reasons for preferring an unsupportive climate were a preference to keep one’s work and family roles separate ($n = 4$) and the view that employees are paid to work, not to take care of their personal responsibilities ($n = 3$). Examples of responses include, “It’s good to have separation between work and personal life” for the category of preference to keep one’s work and family roles separate and “You don’t get paid for balance. So it’s important but it’s not the way your contribution should be made” for the category of employees are paid to work, not to take care of their personal responsibilities.

Work-Family Practices

Part of the quantitative survey asked participants to indicate their attraction to specific work-family HR practices, and a qualitative question asked participants to describe the reasons why they were or were not attracted to those practices. As depicted in Table 16, the most common reasons given for preferring work-family practices included that the practices would help with their current family needs ($n = 8$), they prefer flexibility on the job ($n = 7$), the practices would help with their future family needs ($n = 6$), the practices signal that the company cares about employees and provides a good culture/place to work ($n = 6$), and the practices signal that the company likely has gender equality for working mothers ($n = 3$). Examples of responses include, “I plan in the next couple of years to start working on building a family, so the ability to have work-life balance and the option to have more time at home and be able to work remotely, to be able to spend more time with family” for the category of future family needs and “I think that they help women transition...I think it’s so sad when you’re high potential and you’re female and you leave and you come back, and you’re in this administrative role or you can’t

even come back because they don't have the right flexibility in place for you to balance your family life and your work life" for the category of gender equality.

The most common reasons given for low attraction to work-family practices included no current family needs or future family plans ($n = 11$), work-from-home or telecommuting is less productive ($n = 4$), and no need for childcare assistance because one's spouse or oneself will stay home to raise children ($n = 3$). Examples of responses include, "I wouldn't take advantage of them personally; I have no desire to start a family any time soon" for the category of no current family needs or future family plans and "I'm much less productive at home and more productive in the office. So when you work at home, you don't collaborate as much... I don't think people are as productive at home as they are at work, at least for me" for the category of work-from-home is less productive.

Discussion

The results of Study 3 provide a deeper view of job applicant perceptions regarding HR practices and work-family support. One common theme found across high commitment practices, work-family practices, and supportive work-family climates was the inference of respect for employees. That is, one of the reasons given for preferences for these practices and climates was that applicants interpreted them as signals that they would feel more respected, motivated, and/or satisfied in such a company. In addition, reasons given for preferring both a high commitment system and work-family practices included that companies with these practices in place would more likely provide a collaborative or "good" culture for employees. Thus, extending classic recruitment theory (e.g., market signaling theory; Spence, 1973) to the work-family literature, it does appear that job applicants utilize informational cues such as work-family climate or HR practices to form impressions of the general company and its culture, and

subsequently how well they would fit with, and be attracted to, companies with different types of HR systems and work-family climates.

The fact that a consistent response for both companies with high commitment HR systems, work-family practices, and supportive work-family climates was that they provide more respect, motivation, and/or satisfaction for employees gives insight into the results of the prior studies in which work-family practices and supportive climates seem to “fit” better with high commitment HR systems. It appears that job applicants who desire to work for a company that respects them and provides a culture in which they can collaborate with their coworkers and not just feel like a “cog in a machine” are more likely to be attracted to companies that provide more high commitment practices and supportive work-family cultures, even if the applicants do not currently have significant family needs and responsibilities.

Rather than asking participants to compare supportive work-family climates with climates that were unspecified, this study explicitly described an unsupportive climate in comparison with a supportive one. Surprisingly, a small number of participants indicated a preference for an unsupportive climate, suggesting that a supportive work-family climate is not necessarily a panacea to increase attractiveness to all potential job applicants. The two most common reasons given for preferring an unsupportive climate were that those applicants preferred to keep their work and family lives separate (and preferred their co-workers to do the same) and that employees are paid to do their jobs, not to take care of personal responsibilities. To illustrate this difference, an example of a response from someone who preferred a supportive work-family climate was, “there’s so much more to life than having a job.” One of the participants who preferred an unsupportive work-family climate, on the other hand, responded “you don’t get paid for balance.”

While a number of job applicants in Study 3 interpreted high commitment HR systems and supportive work-family climates as respecting employees and providing a more comfortable climate in which to work, some job applicants preferred the clear structure and guidance and/or individual-based incentives provided by a lower-commitment HR system, and a few job applicants indicated a preference for the separation of work and family as found in an unsupportive work-family climate. These results provide a clearer picture as to why, despite the fact that some participants preferred both work-family practices and high commitment systems in Studies 1 and 2, others rated companies with low commitment HR systems as more attractive.

Thus, while emphasizing the use of high commitment practices and/or a supportive work-family climate in recruitment materials may help companies attract potential applicants who are seeking a company with a culture that is collaborative and respects its employees, there appear to be some applicants who prefer the more structured and heavily supervised aspects of low commitment systems and/or the separation of work and family responsibilities as found in an unsupportive work-family climate. As a result, even in recruitment processes such as job advertisements and company descriptions, companies may need to consider who they want to attract before choosing which aspects of the HR system and climate to emphasize. Overall, the results of Study 3 reinforce the overarching argument across the two papers: work-family practices and climates may not be a “one-size-fits-all” solution, but rather depends on both the organization’s broader HR system as well as individual differences among employees and job applicants.

CHAPTER VIII

GENERAL DISCUSSION

The results of the two papers provide several important implications for both work-family research and practice. First, the results from both papers further our understanding of the effectiveness of work-family practices by examining them in the context of the broader HR system. The findings indicate that previous mixed results regarding the impact of work-family HR practices on employee outcomes may have been due to an omitted variable: the fit between work-family practices and the broader HR system. They further imply that work-family HR practices are best utilized by firms with a high commitment HR system, lending support to the contingency perspective in the strategic HR literature and providing evidence that this perspective can be applied to the work-family literature. Generally speaking, it appears that the fit between work-family practices and climates with the broader HR system affects not only employee perceptions and outcomes but the perceptions and reactions of job applicants as well.

Second, Paper 1 tested a more comprehensive model that includes both work-family practices and perceptions of work-family supportive climate, which continues to be a need in the work-family literature (e.g., Kossek et al., 2010). In addition, the research included measures of HR attributions and perceptions of coworker support for work-family needs, neither of which had previously been examined in a work-family context. The results of Paper 1 confirmed previous findings that work-family practices are more effective at reducing work-family conflict when employees feel supported in their work-family needs, but extended this research by indicating that coworker support is just as, if not more, important and that work-family practices and support not only interact to reduce work-family conflict but influence employee attributions of HR practices as well. For example, coworker support (but not organizational or supervisor

support) was a significant moderator of the relationship between work-family practices and attributions of exploitation, such that the existence of work-family practices was more strongly associated with lower attributions of exploitation when employees felt supported by their coworkers.

Paper 1 also utilized a multilevel design to examine company-level antecedents of work-family conflict, which has also been sorely needed in the literature (Casper et al., 2007). The results indicated a relatively high consensus and reliability among coworkers within the same companies in regard to their perceptions of the existence of work-family and high commitment HR practices. These perceptions were found to influence a number of individual-level perceptions including HR attributions and work-family support. Thus, results from Paper 1 lend support for a broader, multilevel framework of how perceptions of work-family practices and support influence employee outcomes in the context of the broader HR system.

Third, the results of Paper 2 allow us to better understand how work-family issues influence applicant reactions. Although a large body of research on recruitment and applicant reactions has suggested that applicants tend to be attracted to organizations they perceive to be similar to themselves and congruent with their goals, values, and needs in general (e.g., Judge & Cable, 1997), the current research applied these ideas to the work-family literature in which such research has been lacking. This contribution is important because, in order to fully understand how the work-family interface influences outcomes for both employees and companies, it is essential to understand how family considerations are addressed by job applicants. While prior research has indicated that a higher level of work-family conflict is more likely to induce employees to quit their jobs (e.g., Vanderpool & Way, 2013), it is just as important to understand how their experiences of work-family conflict may influence their decisions for future

employment as well. Given the fact that most employees are unlikely to work for the same employer for their entire careers, the examination of how work-family issues affect job applicants is therefore essential to broaden our understanding of the work-family interface.

Results of Paper 2 indicate that work-family climate and practices do serve as a signal to applicants with which they form impressions about the degree of fit between their work-family needs and the degree to which they expect the organization will support those needs. In addition, the results indicate that the impact of work-family climate on applicant reactions depends on their impressions of the way in which the organization manages its employees (i.e., the HR system) as well as individual differences in regard to the salience of one's family roles and responsibilities.

Finally, the consistent lack of significant results regarding gender differences also holds an important implication for the work-family literature. As discussed previously, despite a common assumption in work-family research that women are more likely than men to experience work-family conflict, gender has rarely been examined as a primary predictor or moderator in work-family research (e.g., Powell & Greenhaus, 2010). The current research did examine gender differences and none of the studies indicated significant main or moderating effects of gender. Combined with the findings that family role salience did appear to be an important factor for both employees and applicants, these findings suggest that the idea of gender differences in work-family concerns may actually be a proxy for family role salience. That is, perhaps it has been assumed that because of women's tendency to retain the majority of household and childcare responsibilities, they are more likely to hold their role as a spouse and/or parent as more important and thus are more concerned with work-family issues than men. Instead, the results of the current research consistently provide evidence that it is not gender per se but

differences in family role salience that influence employee and applicant perceptions of work-family practices and climates.

Taken together, the results of the current research indicate that the existence of work-family practices may not be associated with lower work-family conflict in all companies and for all individuals. Rather, it depends upon the company's broader HR system as well as the family role salience of individual employees and potential job applicants. For example, it was found in Paper 1 that the existence of work-family practices was associated with lower work-family conflict regardless of the broader HR system for employees with lower family role salience. For employees with higher family role salience, on the other hand, work-family practices were only associated with lower levels of work-family conflict when existing within a high commitment HR system. Similarly, in Paper 2, job applicants who were more attracted to work-family practices were also more attracted to high commitment practices, and this was especially the case for applicants who had recently (or currently) experienced work-family conflict and had higher family role salience.

Thus, work-family practices may appear to be a "one size fits all" solution across companies when examining their effects on employees for whom the family role is less important. However, given that work-family practices are most likely to be aimed at employees who do care more about their family roles and responsibilities, the implementation of work-family practices may be fruitless unless it is paired with an appropriate HR system (i.e., high commitment) in order to reduce work-family conflict for employees with higher family role salience. Further, the combination of work-family and high commitment practices appears to be especially attractive to potential job applicants who have experienced higher levels of work-family conflict and who see their family roles and responsibilities as more important. Thus, the

right “fit” between work-family practices and the broader HR system can not only benefit a company’s current employees but can give the company more recruiting power as well.

Practical Implications

Overall, results of the current research suggest that researchers and practitioners should be cautious when suggesting that organizations implement work-family practices, as their effectiveness appears to depend upon the degree to which the broader HR system involves high commitment practices, the degree to which supervisors, coworkers, and the organization as a whole are supportive of work-family needs, and the degree to which employees hold their family roles and responsibilities as important. Thus, organizations considering the implementation of work-family practices should consider whether such practices would fit within the overall HR system as well as the existing climate or culture. At the very least, it would likely be useful to assess whether the organization’s current employees feel that such practices are needed and whether the addition of such practices would be sufficient or whether the broader HR system and/or climate would need to be modified in order to maximize the effectiveness of those practices.

Results from Paper 2 indicate that work-family issues are not only a concern for current employees but for job applicants as well. Thus, these results also have practical implications for recruitment, such that an emphasis on work-family support in recruitment materials may be especially effective in attracting job applicants when the organization is perceived to have a low commitment HR system, as the results of the studies indicated that a supportive work-family climate was especially effective at increasing perceptions of fit and attraction for companies with low commitment systems. In addition, the results hold implications for recruitment regarding the issue of gender segregation. Despite the assumption that women are more concerned about work-

family issues than men, which could imply that an emphasis on work-family support and practices could help increase the number of female job applicants, the current research did not find significant gender differences in either applicant reactions or employee perceptions. With that said, family role salience did influence these outcomes. Thus, organizations that emphasize work-family practices and support in their recruitment materials may be especially effective at recruiting job applicants who view their roles as spouse and/or parent to be highly important.

On a related note, gender segregation (i.e., a low representation of women) is a particular concern for the video game industry. While broad gender differences were not found for current employees in the industry, an interesting finding was that men actually reported higher marital and parental role salience than did women. One possible explanation is that women, who have generally increased their presence in the workforce while retaining the majority of household and childcare responsibilities, are more likely to “select out” of this industry altogether due to its particular issues with work-life balance for employees. As a result, the women who have chosen to stay in the industry are not necessarily representative of women in general (i.e., have lower family role salience than average). Of course, the results from Paper 2 did not produce significant gender differences among job applicants, but it is not clear whether these results would generalize to women in the video game industry in particular. Further research is needed before definitive implications can be given.

Limitations and Directions for Future Research

While the current research extends the extant work-family literature in a number of ways, some limitations should be noted. First, all of the measures in Paper 1 were completed by current employees. This did not necessarily pose a problem for testing of the hypotheses which were focused on employee perceptions and outcomes, and the sufficient agreement among

workgroups for measures of high commitment and work-family practices suggest that perceptions were relatively accurate or at least shared among coworkers. With that said, future research could include measures of HR practices from other sources such as upper management or HR professionals within the organization to see if results are replicated and to reduce concerns regarding common method bias. It would also be interesting to examine whether employee attributions about HR practices match the reasons given by HR professionals or managers in terms of the more “objective” reasons that the HR practices were implemented.

In addition, the measures of work-family and high commitment practices utilized in Paper 1 only assessed whether the practices existed rather than whether the employees actually used them. While these measures were appropriate for the hypotheses and underlying theory of Paper 1, namely that even the mere existence of such practices can serve as a signal to employees and influence their perceptions, it is possible that there are differences between employees who are simply aware of their existence and those who actually use the practices. For example, it is possible that the effects could be stronger for those who actually use the practices, such that work-family practices may be associated with even lower work-family conflict for those who actually use practices such as flexible scheduling or telecommuting than for those who know of their existence but do not personally use them. Thus, future research should examine whether the results of the current research extend to the use of work-family and high commitment practices.

Paper 1 also limited the sample to full-time employees. It would be interesting for future research to examine whether perceptions of work-family practices, high commitment practices, and work-family support differ for other types of employees such as part-time or temporary workers. In addition, the results of Paper 1 most clearly have implications for the video game industry. Future research should examine these factors for employees and companies in other

industries, such as more service-oriented industries, to see whether there are differences in employee perceptions and outcomes.

Another limitation of Paper 1 was its use of a cross-sectional design, which precludes causal inferences from being made in regard to the effects of the existence of work-family and high commitment practices on subsequent employee perceptions and outcomes. For example, it was found that the existence of work-family practices was associated with lower work-family conflict especially when employees felt supported in their work-family needs. While it may seem logical that the lower levels of work-family conflict were a result or consequence of the work-family practices and support, longitudinal research is necessary to determine whether changes in practices and/or support actually lead to subsequent changes in work-family conflict.

For both Papers 1 and 2, the primary focus was to examine the fit between work-family practices and/or support with the broader HR system. While this provides a good start in expanding the work-family literature by considering organizational-level contextual factors that may influence the effectiveness of work-family practices, there may be other organizational factors that influence their effectiveness as well. Thus, future work-family research should continue to explore other contexts, such as other types of organizational cultures or climates, comparisons of those who work in team environments versus those who work in more traditional, hierarchical structures, or even societal-level factors such as collective versus individualistic cultures.

The results of the current research suggest that perceptions of work-family support for employees and perceptions of work-family climate for applicants depends upon the broader HR system. While this research provides initial evidence that work-family support is more congruent with a high commitment system, future research should extend these ideas by examining which

individuals are more likely to give work-family support to others and which individuals are more likely to receive such support. For example, prior research has indicated that men and women tend to be held to different standards when it comes to parenthood, such as men more likely to be hired than women when they are parents (e.g., Correll, Benard, & Paik, 2007). It would be interesting to examine whether fathers are also more likely than mothers to receive support from their supervisors and coworkers.

The current research introduced coworker support for work-family issues and found that coworker support was just as important, if not more important, in influencing employee perceptions and outcomes. Future research could extend this research by examining the role of social networks on employee outcomes such as work-family conflict. That is, while the current research measured the average level of support from coworkers, it is possible that some coworkers' support (or lack thereof) has more of an impact than others depending on the distance and strength of their social ties with the target employee.

Finally, Paper 2 examined applicant reactions to job advertisements and to descriptions or lists of high commitment and work-family practices. One limitation of Paper 2 Study 2 in particular is that fictional job advertisements were evaluated by participants. It would be interesting for future research to examine the degree to which actual job advertisements used by companies (e.g., in newspapers, online job boards, etc.) vary in terms of their descriptions of work-family support and HR practices and how actual job applicants react to these advertisements. Future research could also extend the findings of Paper 2 by examining changes in applicant perceptions and intentions throughout the application process rather than focus on only the very early stages of recruitment (i.e., looking at job advertisements). While applicants tend to form initial impressions about organizations based on informational cues such as those

that appear in job advertisements, it would be interesting to see whether applicant perceptions regarding work-family support in particular would change as they attain more detailed information in later stages such as through interviews or in-person visits to the organization.

Conclusion

Contrary to the tendency for work-family researchers and practitioners to view work-family practices as a “best practice” approach, results of the current research indicate that work-family practices may not be “one-size-fits-all” but rather their effectiveness depends upon their fit with the broader HR system and the support given by supervisors, coworkers, and organizations as a whole. In addition, the current research extended work-family research, which has typically focused on current employees, to job applicants as well. Results imply that the implementation of work-family practices, and their advertisement in recruitment materials, may be most effective for organizations with high commitment HR systems and those that are more likely to provide work-family support.

APPENDIX A

Paper 1 Survey Measures

Instructions: You will be asked a number of questions about the video game studio or company you work for. “Company” refers to your local place of work; for example, if you work for a game studio that is owned by a larger publishing firm, or a company that has multiple geographic locations, please refer to the company/studio where you physically work (not the larger corporation or parent company). You may not know the exact answers to every question; if unsure, please give your best estimate based on what you know or have experienced.

Screening Questions

1. Do you currently work in the video game industry?
 - ☐ Yes, I currently work in a permanent, full-time position in the video game industry.
 - ☐ Yes, I currently work part-time or temporary position in the video game industry.
 - ☐ No, I do not currently work in the video game industry.
2. About how many employees would you say work at your company/studio?
 - ☐ less than 5
 - ☐ between 5 and 10
 - ☐ between 10 and 100
 - ☐ between 100 and 1,000
 - ☐ more than 1,000

Work-Family HR Practices (e.g., see Allen, 2001; Butler et al., 2004; Thompson et al., 1999)

Please indicate the extent to which you agree or disagree with the following statements about whether these practices, policies, or benefits are available to full-time (core) employees at your company.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

My company allows/offers to full-time employees:

1. Flexible scheduling (e.g., being able to change *when* you work without changing *how much* you work, such as taking time off when needed and making it up another day)
2. Compressed workweek (e.g., working fewer days per week but for longer periods of time)
3. Telecommuting or work-from-home
4. Paid maternity/paternity leave
5. Paid sick leave for family care/bereavement
6. On-site child care services
7. Daycare or eldercare referral services
8. Childcare or eldercare subsidies (e.g., money towards child care needs)

High Commitment HR Practices (#1 through #7 adapted from Huselid, 1995; #8 from Batt, 2002; #9 from MacDuffie, 1995 & Guthrie et al., 2002)

Please indicate the extent to which you agree or disagree with the following statements about the following policies, practices, or benefits provided for full-time (core) employees at your company:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

- 1) Full-time employees are included in a formal information sharing program (e.g., a newsletter).
- 2) Most non-entry level jobs have been filled from within in recent years. In other words, employees are often promoted to higher positions within my company.
- 3) Full-time employees administered attitude surveys on a regular basis.
- 4) Full-time employees participate in formal employee involvement groups or programs, such as Quality of Life (QoL) programs, Quality Circles (QC), and/or labor-management participation teams?
- 5) Full-time employees have access to company incentive plans, profit-sharing plans, and/or gain-sharing plans (i.e., earn money beyond base salary depending on how well the company or team performs)?
- 6) A typical full-time employee receives a large amount of on-going, formal training each year (including on-the-job training, training programs, classes, etc.).
- 7) Full-time employees have access to a formal grievance procedure and/or complaint resolution system (i.e., formal systems where employees can make complaints or appeals to management).
- 8) Full-time employees in my company are trained to do other jobs besides their own (i.e., job rotation).

HR Attributions (adapted from Nishii et al., 2008)

Please indicate the extent to which you agree or disagree with the following statements.

1	2	3	4	5
Not at all	A little	Somewhat	Quite a bit	To a great extent

My company provides employees the training that it does:

1. in order to help employees do their jobs well and to promote employee well-being.
2. to try to keep costs down and get the most work out of employees.

My company provides employees the benefits that it does (e.g., health care, retirement plans):

1. in order to help employees do their jobs well and to promote employee well-being.
2. to try to keep costs down and get the most work out of employees.

My company makes the hiring choices it does (i.e., the number and quality of people hired):

1. in order to help employees do their jobs well and to promote employee well-being.
2. to try to keep costs down and get the most work out of employees.

My company pays its employees what it does:

1. in order to help employees do their jobs well and to promote employee well-being.
2. to try to keep costs down and get the most work out of employees.

My company schedules employees the way it does (hours, flexibility, leave policies):

1. in order to help employees do their jobs well and to promote employee well-being.
2. to try to keep costs down and get the most work out of employees.

Work-Family Support – Supervisor Support (Thomas & Ganster, 1995)

Please indicate how often your direct supervisor or management at your company has done the following:

1	2	3	4	5
Never	Not very often	Sometimes	Often	Very often

1. Switched schedules (hours, overtime hours, vacation) to accommodate my family or home responsibilities.
2. Listened to my problems regarding work-life balance.
3. Was critical of my efforts to combine work and family.
4. Juggled tasks or duties to accommodate my family or home responsibilities.
5. Shared ideas or advice regarding work-life balance.
6. Held my family or home responsibilities against me.
7. Helped me to figure out how to solve a problem regarding work-life balance.
8. Was understanding or sympathetic to my work-family needs.
9. Showed resentment of my needs as a working parent or of my work-life balance needs

Work-Family Support – Coworker Support (Thomas & Ganster, 1995)

Please indicate how often your coworkers have done the following:

1	2	3	4	5
Never	Not very often	Sometimes	Often	Very often

1. Switched schedules (hours, overtime hours, vacation) to accommodate my family or home responsibilities.
2. Listened to my problems regarding work-life balance.
3. Were critical of my efforts to combine work and family.
4. Juggled tasks or duties to accommodate my family or home responsibilities.
5. Shared ideas or advice regarding work-life balance.
6. Held my family or home responsibilities against me.
7. Helped me to figure out how to solve a problem regarding work-life balance.
8. Were understanding or sympathetic to my work-family needs.
9. Showed resentment of my needs as a working parent or of my work-life balance needs

Work-Family Support – Organizational Support (Allen, 2001)

To what extent do you agree that each of the following statements represents the philosophy or beliefs of your company (*remember, these are not your own personal beliefs – but pertain to what you believe is the philosophy of your company*)?

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

1. Work should be the primary priority in a person's life. (R)
2. Long hours inside the office are the way to achieving advancement. (R)
3. It is best to keep family matters separate from work. (R)
4. It is considered taboo to talk about life outside of work. (R)
5. Expressing involvement and interest in nonwork matters is viewed as healthy.
6. Employees who are highly committed to their personal lives cannot be highly committed to their work. (R)
7. Attending to personal needs, such as taking time off for sick children, is frowned upon. (R)
8. Employees should keep their personal problems at home. (R)
9. The way to advance in this company is to keep nonwork matters out of the workplace. (R)
10. Individuals who take time off to attend to personal matters are not committed to their work. (R)
11. It is assumed that the most productive employees are those who put their work before their family life. (R)
12. Employees are given ample opportunity to perform both their job and their personal responsibilities well.
13. Offering employees flexibility in completing their work is viewed as a strategic way of doing business.
14. The ideal employee is the one who is available 24 hours a day. (R)

Life-Role Salience Scales (LRSS) – Reward Value Scales (Amatea et al., 1986)

Please indicate the extent to which you agree or disagree with the following statements.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

I. Parental Role Reward Value

1. Although parenthood requires many sacrifices, the love and enjoyment of children of one's own are worth it all.
2. If I chose not to have children, I would regret it.
3. It is important to me to feel I am (will be) an effective parent.
4. The whole idea of having children and raising them is not attractive to me. (reversed)
5. My life would be empty if I never had children.

II. Marital Role Reward Value

1. My life would seem empty if I never married or had a committed relationship.
2. Having a successful marriage/relationship is the most important thing to me.
3. I expect marriage/a committed relationship to give me more personal satisfaction than anything else in which I am involved.
4. Being married/committed to a person I love is more important to me than anything else.
5. I expect the major satisfactions in my life to come from my marriage/committed relationship.

Work-Family Conflict (Netemeyer et al., 1996)

Please indicate the extent to which you agree or disagree with the following statements about your experiences at your current job.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

1. The demands of my work interfere with my home and family life.
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.
3. Things I want to do at home do not get done because of the demands my job puts on me.
4. My job produces strain that makes it difficult to fulfill my family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities.

Demographics

What is your gender? _____ Male _____ Female

What is your age (in years)? _____

What is your race/ethnicity?

- _____ Caucasian/White
- _____ African-American/Black
- _____ Asian/Pacific Islander
- _____ Other race/More than one race

What is your highest education level attained?

- _____ High school diploma
- _____ Associate degree or 2-year college degree
- _____ Bachelor degree or 4-year college degree
- _____ Master's degree
- _____ Doctorate degree

Are you currently married or in a committed relationship?

- _____ I am married and live with my spouse.
- _____ I am married but do not live with my spouse.
- _____ I am not married, but I am in a committed relationship and live with my partner.
- _____ I am not married, but I am in a committed relationship and do not live with my partner.
- _____ I am single/not in a committed relationship.

How many children or dependents are currently living at home with you? _____

Approximately how many years have you worked for your company (if less than 1 year, type "0"): _____

Approximately how many years have you worked at least part-time in the video game industry (paid positions)? _____

Approximately how many employees work for your company?

- _____ 1 to 5
- _____ 6 to 15
- _____ 16 to 25
- _____ 26 to 50
- _____ 51 to 75
- _____ 76 to 100
- _____ 101 to 500

- ___ 501 to 1,000
- ___ More than 1,000

Approximately how long has your company been in existence?

- ___ Less than 1 year
- ___ 1 to 5 years
- ___ 6 to 10 years
- ___ 11 to 15 years
- ___ More than 15 years

In what country is your company located? _____

What is the name of your company? _____

In which genre are the majority of games that your company creates?

- ___ Action – sports/fighting
- ___ Action – shooter
- ___ Survival horror/stealth
- ___ Role-playing
- ___ Simulation
- ___ Strategy/puzzle
- ___ Trivia/card/board game
- ___ Educational
- ___ Other (Please specify: _____)

For which platform are the majority of games sold that are created by your company?

- ___ Consoles
- ___ Computers (not internet-based; can be played offline)
- ___ Online – (internet-based; cannot be played offline)
- ___ Cell phones/tablets
- ___ Other (Please specify: _____)

In which genre are the majority of games that you personally work on?

- ___ Action – sports/fighting
- ___ Action – shooter
- ___ Survival horror/stealth
- ___ Role-playing
- ___ Simulation
- ___ Strategy/puzzle
- ___ Trivia/card/board game
- ___ Educational
- ___ Other (Please specify: _____)

APPENDIX B

Paper 2 Study 1 Job Advertisements

Job #1 (Low-Commitment System and Unspecified Work-family Climate):

About Signa, Inc.

Signa, Inc. serves customers more than 200 million times per week at more than 10,000 retail units. With fiscal year 2012 sales of \$444 billion, we employ 2.2 million associates worldwide, working in concert across disciplines to save people money and to give them the means to live better.

What It's Like to Work with Us

Signa, Inc. is a place where individuals can pursue their ambitions within a focused and purposeful business environment. The effort employees give to their roles will be directed to the right goals for the right reasons. And our employees' success will translate into new and ever challenging opportunities for them to excel.

At Signa, Inc., employees are rewarded for their performance. Employees have a high amount of supervision and perform their jobs in a very structured work setting in order to ensure that job performance expectations are clear. In addition to hourly pay, employees can earn a commission based on their individual productivity on the job. People at Signa are climbing faster and further because they combine a will to win with a commitment to achieve.

Job Opening: Sales Associate

Sales Associate provides service to customers at a local Signa retail location. We are looking for a candidate that has the ability to navigate basic computer systems, including cash register and inventory control equipment; must have the ability to communicate effectively; candidate must be able to unload, prep and move merchandise to the sales floor while following quality standards of presentation to facilitate the shopping experience for our customer.

Minimum Qualifications

- High School Diploma/College Hours
- Verbal Communication Skills
- 1+ yr Customer Service Experience
- Professionalism
- Basic Register and Computer Skills
- Attention to Detail
- Dependability
- Energy and enthusiasm

Job #2 (High-Commitment System and Unspecified Work-Family Climate):**About Signa, Inc.**

Signa, Inc. serves customers more than 200 million times per week at more than 10,000 retail units. With fiscal year 2012 sales of \$444 billion, we employ 2.2 million associates worldwide, working in concert across disciplines to save people money and to give them the means to live better.

What It's Like to Work with Us

Signa, Inc. is a place where individuals can pursue their ambitions within a focused and purposeful business environment. The effort employees give to their roles will be directed to the right goals for the right reasons. And our employees' success will translate into new and ever challenging opportunities for them to excel.

At Signa, Inc., our employees are the key to our success. Employees are given extensive on-the-job training, have a high amount of influence over the schedules, tools, and methods used to perform their tasks, and are regularly involved in management decisions. In addition to their annual salaries, employees can earn additional income based on how well the company performs. People at Signa work together to achieve their goals and have opportunities for future promotion within the company.

Job Opening: Sales Associate

Sales Associate provides service to customers at a local Signa retail location. We are looking for a candidate that has the ability to navigate basic computer systems, including cash register and inventory control equipment; must have the ability to communicate effectively; candidate must be able to unload, prep and move merchandise to the sales floor while following quality standards of presentation to facilitate the shopping experience for our customer.

Minimum Qualifications

- High School Diploma/College Hours
- Verbal Communication Skills
- 1+ yr Customer Service Experience
- Professionalism
- Basic Register and Computer Skills
- Attention to Detail
- Dependability
- Energy and enthusiasm

Job #3 (Low-Commitment System and Supportive Work-family Climate):**About Signa, Inc.**

Signa, Inc. serves customers more than 200 million times per week at more than 10,000 retail units. With fiscal year 2012 sales of \$444 billion, we employ 2.2 million associates worldwide, working in concert across disciplines to save people money and to give them the means to live better.

What It's Like to Work with Us

Signa, Inc. is a place where employees are given ample opportunity to perform both their job and their family or personal responsibilities well, because we believe that expressing involvement and interest in non-work matters is healthy. We further believe that employees who are highly committed to their personal lives can also be highly committed to their work.

At Signa, Inc., employees are rewarded for their performance. Employees have a high amount of supervision and perform their jobs in a very structured work setting in order to ensure that job performance expectations are clear. In addition to hourly pay, employees can earn a commission based on their individual productivity on the job. People at Signa are climbing faster and further because they combine a will to win with a commitment to achieve.

Job Opening: Sales Associate

Sales Associate provides service to customers at a local Signa retail location. We are looking for a candidate that has the ability to navigate basic computer systems, including cash register and inventory control equipment; must have the ability to communicate effectively; candidate must be able to unload, prep and move merchandise to the sales floor while following quality standards of presentation to facilitate the shopping experience for our customer.

Minimum Qualifications

- High School Diploma/College Hours
- Verbal Communication Skills
- 1+ yr Customer Service Experience
- Professionalism
- Basic Register and Computer Skills
- Attention to Detail
- Dependability
- Energy and enthusiasm

Job #4 (High-Commitment System and Supportive Work-Family Climate):**About Signa, Inc.**

Signa, Inc. serves customers more than 200 million times per week at more than 10,000 retail units. With fiscal year 2012 sales of \$444 billion, we employ 2.2 million associates worldwide, working in concert across disciplines to save people money and to give them the means to live better.

What It's Like to Work with Us

Signa, Inc. is a place where employees are given ample opportunity to perform both their job and their family or personal responsibilities well, because we believe that expressing involvement and interest in non-work matters is healthy. We further believe that employees who are highly committed to their personal lives can also be highly committed to their work.

At Signa, Inc., our employees are the key to our success. Employees are given extensive on-the-job training, have a high amount of influence over the schedules, tools, and methods used to perform their tasks, and are regularly involved in management decisions. In addition to their annual salaries, employees can earn additional income based on how well the company performs. People at Signa work together to achieve their goals and have opportunities for future promotion within the company.

Job Opening: Sales Associate

Sales Associate provides service to customers at a local Signa retail location. We are looking for a candidate that has the ability to navigate basic computer systems, including cash register and inventory control equipment; must have the ability to communicate effectively; candidate must be able to unload, prep and move merchandise to the sales floor while following quality standards of presentation to facilitate the shopping experience for our customer.

Minimum Qualifications

- High School Diploma/College Hours
- Verbal Communication Skills
- 1+ yr Customer Service Experience
- Professionalism
- Basic Register and Computer Skills
- Attention to Detail
- Dependability
- Energy and enthusiasm

APPENDIX C

Paper 2 Survey Measures

Person-Organization Fit (Judge & Cable, 1997)

Based on the description given in the job advertisement, imagine what it would be like to work for that company. With that image in mind, please answer the following questions:

1	2	3	4	5
Not at all	A little	Somewhat	A lot	Completely

1. To what degree do your values, goals, and personality ‘match’ or fit this organization and the current employees in this organization?
2. To what degree do your values and personality prevent you from ‘fitting in’ this organization because they are different from most of the other employees’ values and personality of this organization? (R)
3. Do you think the values and ‘personality’ of this organization reflect your own values and personality?

Organization Attraction (Judge & Cable, 1997)

Based on the description given in the job advertisement, please answer the following questions about the company:

1. Rate your overall attraction to this organization.

1	2	3	4	5
Not at all attracted	Not very attracted	Somewhat attracted	Quite a bit attracted	Very attracted

2. Rate the likelihood that you would interview with this organization, if they offered you a job interview.

1	2	3	4	5
Not at all likely	Not very likely	Somewhat likely	Quite a bit likely	Very likely

3. Rate the likelihood that you would accept a job offer from this organization, if it were offered.

1	2	3	4	5
Not at all likely	Not very likely	Somewhat likely	Quite a bit likely	Very likely

Traditional-Egalitarian Sex Roles (Larsen & Long, 1988)

The following questions concern your personally held attitudes. Please answer as honestly as possible using the five-point scale below.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

- It is just as important to educate daughters as it is to educate sons. (R)
- Women should be more concerned with clothing and appearance than men.
- Women should have as much sexual freedom as men. (R)
- The man should be more responsible for the economic support of the family than the woman.
- The belief that women cannot make as good supervisors or executives as men is a myth. (R)
- The word obey should be removed from wedding vows. (R)
- Ultimately a woman should submit to her husband's decision.
- Some equality in marriage is good, but by and large the husband ought to have the main say-so in family matters. (R)
- Having a job is just as important for a wife as it is for her husband. (R)
- In groups that have both male and female members, it is more appropriate that leadership positions be held by males.
- I would not allow my son to play with dolls.
- Having a challenging job or career is as important as being a wife and mother. (R)
- Men make better leaders.
- Almost any woman is better off in her home than in a job or profession.
- A woman's place is in the home.
- The role of teaching in the elementary schools belongs to women.
- The changing of the diapers is the responsibility of both parents. (R)
- Men who cry have a weak character.
- A man who has chosen to stay at home and be a house-husband is not less masculine. (R)
- As head of the household, the father should have final authority over the children.

High Commitment HR Practices (e.g., see Guthrie et al., 2002; Huselid, 1995)

For each of the following items, please indicate to what degree would you be attracted to a company if it offered each of the following workplace practices to its employees?

1	2	3	4	5
Not at all	A little	Neutral	Quite a bit	Very much

1. Full-time employees are included in a formal information sharing program (e.g., a newsletter).
2. Most jobs have been filled from within the company in recent years. In other words, employees are often promoted to higher positions within the company.
3. Full-time employees are administered attitude surveys on a regular basis.
4. Full-time employees participate in formal employee involvement groups or programs, such as Quality of Life programs, Quality Circles, and/or labor-management participation teams.

5. Employees have access to company incentive plans, profit-sharing plans, and/or gain-sharing plans (i.e., earn money beyond base salary depending on how well the company or team performs).
6. A typical full-time employee receives a large amount of on-going, formal training each year (including on-the-job training, training programs, classes, etc.).
7. Employees have access to a formal grievance procedure and/or complaint resolution system (i.e., formal systems where employees can make complaints or appeals to management).
8. Employees in the company are trained to do other jobs besides their own (i.e., job rotation).

Work-Family Practices (e.g., see , Allen, 2001; Butler et al., 2004; Thompson et al., 1999)

For each of the following items, please indicate to what degree would you be attracted to a company if it offered each of the following workplace practices to its employees?

1	2	3	4	5
Not at all	A little	Neutral	Quite a bit	Very much

1. Flexible scheduling (e.g., taking time off when needed and making it up another day)
2. Compressed workweek (e.g., working fewer days per week but for longer periods of time)
3. Telecommuting or work-from-home
4. Paid maternity/paternity leave
5. Paid sick leave for family care/bereavement
6. On-site child care services
7. Daycare or eldercare referral services
8. Childcare or eldercare subsidies (e.g., money towards child care needs).

Work-Family Support – Organizational Support (Allen, 2001)

For each of the following items, to what extent would you be attracted to a company that has the following philosophy or beliefs?

1	2	3	4	5
Not at all	A little	Neutral	Quite a bit	Very much

1. Work should be the primary priority in a person's life. (R)
2. Long hours inside the office are the way to achieving advancement. (R)
3. It is best to keep family matters separate from work. (R)
4. It is considered taboo to talk about life outside of work. (R)
5. Expressing involvement and interest in nonwork matters is viewed as healthy.
6. Employees who are highly committed to their personal lives cannot be highly committed to their work. (R)
7. Attending to personal needs, such as taking time off for sick children, is frowned upon. (R)
8. Employees should keep their personal problems at home. (R)
9. The way to advance in this company is to keep nonwork matters out of the workplace. (R)

10. Individuals who take time off to attend to personal matters are not committed to their work. (R)
11. It is assumed that the most productive employees are those who put their work before their family life. (R)
12. Employees are given ample opportunity to perform both their job and their personal responsibilities well.
13. Offering employees flexibility in completing their work is viewed as a strategic way of doing business.
14. The ideal employee is the one who is available 24 hours a day. (R)

Work-Family Conflict (Netemeyer et al., 1996)

The following items are about the most recent job that you had. Please indicate the extent to which you agree or disagree with the statements about your experiences at your most recent job.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

1. The demands of my work interfered with my home and family life.
2. The amount of time my job took up made it difficult to fulfill family responsibilities.
3. Things I wanted to do at home did not get done because of the demands my job put on me.
4. My job produced strain that made it difficult to fulfill my family duties.
5. Due to work-related duties, I had to make changes to my plans for family activities.
6. The demands of my family or spouse/partner interfered with work-related activities.
7. I had to put off doing things at work because of demands on my time at home.
8. Things I wanted to do at work didn't get done because of the demands of my family or spouse/partner.
9. My home life interfered with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
10. Family-related strain interfered with my ability to perform job-related duties.

Demographics

What is your gender? _____Male _____Female

What is your age (in years)? _____

What is your race/ethnicity?

- _____Caucasian/White
 _____African-American/Black
 _____Asian/Pacific Islander
 _____Other race/More than one race

Are you currently married or in a committed relationship?

- _____I am married and live with my spouse.
 _____I am married but do not live with my spouse.
 _____I am not married, but I am in a committed relationship and live with my partner.
 _____I am not married, but I am in a committed relationship and do not live with my partner.
 _____I am single/not in a committed relationship.

How many children or dependents are currently living at home with you? _____

APPENDIX D

Paper 2 Study 3 Quantitative and Qualitative Items

Instructions: When answering the questions, think about the type(s) of companies you would prefer to work for (and prefer not to work for).

Job Preferences

1. What types of jobs are you currently applying for, or planning to apply for (job titles, such as administrative assistant, lawyer, consultant, etc.)?
2. What types of companies are you currently applying to, or planning to apply to (names of companies, if possible; otherwise, type of companies – e.g., large or small; public or private; for-profit or non-profit; industry, etc.)?
3. Please list the main things that you desire in a company or job when you are considering a job opportunity.
4. Please list the main things that you do NOT desire in a company (in other words, major turn-offs or red flags) when you are considering a job opportunity.

Work-Family Practices (e.g., see , Allen, 2001; Butler et al., 2004; Thompson et al., 1999)

For each of the following items, please indicate to what degree would you be attracted to a company if it offered each of the following workplace practices to its employees?

1	2	3	4	5
Not at all	A little	Neutral	Quite a bit	Very much

1. Flexible scheduling (e.g., taking time off when needed and making it up another day)
2. Compressed workweek (e.g., working fewer days per week but for longer periods of time)
3. Telecommuting or work-from-home
4. Paid maternity/paternity leave
5. Paid sick leave for family care/bereavement
6. On-site child care services
7. Daycare or eldercare referral services
8. Childcare or eldercare subsidies (e.g., money towards child care needs).

For the question above, can you explain why you find these practices/benefits more or less attractive? You can talk about specific practices/benefits, or these types of practices/benefits in general.

High Commitment HR System

Below are descriptions of two different companies. Please indicate which company you would be more likely to pursue a job with, as a job applicant.

Company A: At Company A, employees are given extensive on-the-job training, have a high amount of influence over the schedules, tools, and methods used to perform their tasks, and are regularly involved in management decisions. In addition to their annual salaries, employees can earn additional income based on how well the company performs. People at Company A work together to achieve their goals and have opportunities for future promotion within the company.

Company B: At Company B, employees are rewarded for their performance. Employees have a high amount of supervision and perform their jobs in a very structured work setting in order to ensure that job performance expectations are clear. In addition to hourly pay, employees can earn a commission based on their individual productivity on the job. People at Company A are climbing faster and further because they combine a will to win with a commitment to achieve.

I would be more likely to apply for a job at:

Company A

Company B

1

2

3

4

5

For the question above, please explain why you would prefer to work for one company more than the other (or if neutral, why you do not prefer one company over the other).

Work-Family Climate – Organizational Support

Below are descriptions of two different companies. Please indicate which company you would be more likely to pursue a job with, as a job applicant.

Company A: People at Company A believe that work should be the primary priority in a person's life. The way to achieving advancement is to be willing to put in longer hours to get the job done, and those who keep their personal problems out of the workplace are more likely to advance in the company. It is best to keep family matters separate from work, and employees who put their work before their family life are seen as more productive.

Company B: People at Company B are given ample opportunity to perform both their job and their personal responsibilities well. Expressing involvement and interest in nonwork matters is viewed as healthy. Offering employees flexibility in completing their work is viewed as a strategic way of doing business. Employees who can balance their work and personal lives are seen as more productive.

I would be more likely to apply for a job at:

Company A

Company B

1

2

3

4

5

For the question above, please explain why you would prefer to work for one company more than the other (or if neutral, why you do not prefer one company over the other).

Demographics

What is your gender? ☐ Male ☐ Female

What is your age (in years)?

What is your race/ethnicity?

☐ Caucasian/White

☐ African-American/Black

☐ Asian/Pacific Islander

☐ Other race/More than one race

Are you currently married or in a committed relationship?

☐ I am married or in a committed relationship and live with my partner.

☐ I am in a committed relationship and do not live with my partner.

☐ I am single/not in a committed relationship.

How many children or dependents are currently living at home with you?

Are you actively looking for a job right now?

☐ Yes, I am currently in the process of looking for a job.

☐ No, I am not currently looking for a job because I already secured a position.

☐ No, I am not currently looking for a job right now but I will be in the near future.

☐ Other (please explain).

Are you currently employed?

☐ Yes, I am currently employed full-time.

☐ Yes, I am currently employed part-time.

☐ No, I am not currently employed.

☐ Other (please explain).

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Table 1

Paper 1: Means, Standard Deviations, and Intercorrelations of Variables at Individual Level

Variables	N	M	SD	1	2	3	4	5	6	7
1. Gender ^a	142	1.25	.43							
2. Job level ^b	142	1.30	.49	-.02						
3. Salary ^c	142	3.51	1.36	-.14	.27**					
4. Marital Role Salience	142	3.54	.99	-.26**	.02	.04				
5. Parental Role Salience	141	3.46	1.12	-.23**	.02	.07	.49**			
6. Organizational WF Support	142	3.68	.70	-.05	-.11	.07	-.15	-.15		
7. Supervisor WF Support	139	3.56	.68	-.03	-.02	.10	-.10	-.07	.54**	
8. Coworker WF Support	141	3.49	.66	-.05	-.10	.11	-.02	.04	.34**	.62**
9. Well-Being Attributions	142	3.46	.95	.09	-.18*	.14	-.11	-.20*	.54**	.55**
10. Exploitation Attributions	142	3.01	.87	-.02	.05	-.18*	.07	.06	-.38**	-.24**
11. Work-Family Conflict	142	2.57	1.08	.05	.19*	.06	.20*	.22**	-.56**	-.38**
12. High Commitment Practices	142	2.53	.88	.19*	-.11	.10	-.10	-.12	.36**	.50**
13. Work-Family Practices	142	2.46	.56	.08	-.02	.17*	-.11	-.20*	.42**	.51**

* $p < .05$; ** $p < .01$ (two-tailed). All variables measured on a 1 to 5 Likert-type scale except: ^a1 = Male, 2 = Female. ^b1 = Entry-level/non-management, 2 = Mid-level/lead, 3 = Upper-level/management. ^c1 = \$0 – \$25,000, 2 = \$25,001 to \$50,000, 3 = \$50,001 to \$75,000, 4 = \$75,000 to \$100,000, 5 = \$100,001 to \$125,000, 6 = \$125,001 to \$150,000, 7 = \$150,001 to \$175,000, 8 = \$175,000 to \$200,000, 9 = over \$200,000.

Table 1 (Continued)

Paper 1: Means, Standard Deviations, and Intercorrelations of Variables at Individual Level

Variables	N	M	SD	8	9	10	11	16
1. Gender ^a	142	1.25	.43					
2. Job level ^b	142	1.30	.49					
3. Salary ^c	142	3.51	1.36					
4. Marital Role Salience	142	3.54	.99					
5. Parental Role Salience	141	3.46	1.12					
6. Organizational WF Support	142	3.68	.70					
7. Supervisor WF Support	139	3.56	.68					
8. Coworker WF Support	141	3.49	.66					
9. Well-Being Attributions	142	3.46	.95	.37**				
10. Exploitation Attributions	142	3.01	.87	-.17*	-.18*			
11. Work-Family Conflict	142	2.57	1.08	-.18*	-.38**	.13		
12. High Commitment Practices	142	2.53	.88	.40**	.51**	-.19*	-.22**	
13. Work-Family Practices	142	2.46	.56	.41**	.51**	-.26**	-.28**	.63**

* $p < .05$; ** $p < .01$ (two-tailed). All variables measured on a 1 to 5 Likert-type scale except: ^a1 = Male, 2 = Female. ^b1 = Entry-level/non-management, 2 = Mid-level/lead, 3 = Upper-level/management. C1 = \$0 – \$25,000, 2 = \$25,001 to \$50,000, 3 = \$50,001 to \$75,000, 4 = \$75,000 to \$100,000, 5 = \$100,001 to \$125,000, 6 = \$125,001 to \$150,000, 7 = \$150,001 to \$175,000, 8 = \$175,000 to \$200,000, 9 = over \$200,000.

Table 2

Paper 1: HLM Results for Hypotheses 1 and 5 Predicting Work-Family Conflict

Multilevel Model*				
Variable	Coefficient	SE	<i>t</i>	<i>p</i>
Intercept	1.77	.29	6.02	<.001
Job Level	.41	.17	2.42	.02
Salary	.05	.06	.91	.37
Work-Family Practices	-.51	.27	-1.91	.06
High Commitment Practices	.04	.13	.32	.75
WF Practices x HC Practices	.21	.16	1.27	.21
Variance Components				
Random Effect	Variance Component	SD	χ^2	<i>p</i>
Intercept	.12	.34	85.58	.19
Level-1	.98	.99		

*Model estimation with robust standard errors:

$$WF\ Conflict_{ij} = \gamma_{00} + \gamma_{01} * WF\ Practices_j + \gamma_{02} * HC\ Practices_j + \gamma_{03} * HCPXWFP_j \\ + \gamma_{10} * Job\ Level_{ij} + \gamma_{20} * Salary_{ij} + u_{0j} + r_{ij}$$

Table 3

Paper 1: HLM Results for Hypotheses 2a-2b and 7a-7b Predicting HR Attributions

Multilevel Model Predicting HR Attributions of Well-Being [*]				
Variable	Coefficient	SE	<i>t</i>	<i>p</i>
Intercept	3.78	.28	13.65	<.001
Job Level	-.34	.15	-2.22	.03
Salary	.05	.06	.77	.44
Work-Family Practices	.58	.16	3.69	<.001
High Commitment Practices	.21	.11	2.00	.05
WF Practices x HC Practices	-.25	.15	-1.67	.10
Variance Components				
Random Effect	Variance Component	SD	χ^2	<i>p</i>
Intercept	.07	.27	93.76	.07
Level-1	.59	.77		
Multilevel Model Predicting HR Attributions of Exploitation [*]				
Variable	Coefficient	SE	<i>t</i>	<i>p</i>
Intercept	3.14	.25	12.49	<.001
Job Level	.16	.13	1.28	.21
Salary	-.10	.07	-1.41	.16
Work-Family Practices	-.42	.17	-2.43	.02
High Commitment Practices	.02	.09	.21	.84
WF Practices x HC Practices	-.01	.13	-.09	.93
Variance Components				
Random Effect	Variance Component	SD	χ^2	<i>p</i>
Intercept	.001	.03	68.02	>.50
Level-1	.71	.84		

^{*}Model estimation with robust standard errors:

$$\begin{aligned}
 \text{Attributions}_{ij} = & \gamma_{00} + \gamma_{01} * \text{WF Practices}_j + \gamma_{02} * \text{HC Practices}_j + \gamma_{03} * \text{HCPXWFP}_j \\
 & + \gamma_{10} * \text{Job Level}_{ij} + \gamma_{20} * \text{Salary}_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 4

Paper 1: HLM Results for Hypotheses 3 and 8a Predicting Work-Family Conflict

Multilevel Model with Organizational Support as Moderator*				
Variable	Coefficient	SE	t	p
Intercept	1.97	.25	7.99	<.001
Job Level	.26	.17	1.56	.12
Salary	.06	.05	1.31	.20
Work-Family Practices	-.01	.29	-.05	.97
High Commitment Practices	.06	.12	.49	.63
WF Practices x HC Practices	.19	.15	1.33	.19
Organizational Support (Intercept 2)	-.73	.13	-5.62	<.001
WF Practices x Org Support	-.59	.34	-1.73	.09
HC Practices x Org Support	.17	.19	.88	.38
WF Prac. x HC Prac. x Org Support	-.44	.21	-2.06	.045
Variance Components				
Random Effect	Variance Component	SD	χ^2	p
Intercept	.05	.21	74.97	>.50
Level-1	.87	.75		

*Model estimation with robust standard errors:

$$\begin{aligned}
 WF\ Conflict_{ij} = & \gamma_{00} + \gamma_{01} * WF\ Practices_j + \gamma_{02} * HC\ Practices_j + \gamma_{03} * HCPXWFP_j \\
 & + \gamma_{10} * Job\ Level_{ij} + \gamma_{20} * Salary_{ij} + \gamma_{30} * Org\ Support_{ij} + \gamma_{31} * WFP_j * Org\ Support_{ij} \\
 & + \gamma_{32} * HCP_j * Org\ Support_{ij} + \gamma_{33} * HCPXWFP_j * Org\ Support_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 4 (Continued)

Paper 1: HLM Results for Hypotheses 3 and 8a Predicting Work-Family Conflict

Multilevel Model with Supervisor Support as Moderator*				
Variable	Coefficient	SE	t	p
Intercept	1.75	.27	6.39	<.001
Job Level	.45	.14	3.23	.002
Salary	.06	.05	1.40	.17
Work-Family Practices	-.13	.27	-.48	.63
High Commitment Practices	.07	.12	.54	.59
WF Practices x HC Practices	.03	.16	.17	.86
Supervisor Support (Intercept 2)	-.59	.14	-4.21	<.001
WF Practices x Supervisor Support	-.60	.29	-2.05	.045
HC Practices x Supervisor Support	.34	.17	1.97	.05
WF Prac. x HC Prac. x Sup. Support	-.01	.21	-.05	.96
Variance Components				
Random Effect	Variance Component	SD	χ^2	p
Intercept	.07	.26	73.71	.46
Level-1	.93	.96		

*Model estimation with robust standard errors:

$$\begin{aligned}
 WF\ Conflict_{ij} = & \gamma_{00} + \gamma_{01} * WF\ Practices_j + \gamma_{02} * HC\ Practices_j + \gamma_{03} * HCPXWFP_j \\
 & + \gamma_{10} * Job\ Level_{ij} + \gamma_{20} * Salary_{ij} + \gamma_{30} * Supervisor\ Support_{ij} + \gamma_{31} * WFP_j * Supervisor\ Support_{ij} \\
 & + \gamma_{32} * HCP_j * Supervisor\ Support_{ij} + \gamma_{33} * HCPXWFP_j * Supervisor\ Support_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 4 (Continued)

Paper 1: HLM Results for Hypotheses 3 and 8a Predicting Work-Family Conflict

Multilevel Model with Coworker Support as Moderator*				
Variable	Coefficient	SE	<i>t</i>	<i>p</i>
Intercept	1.74	.28	6.29	<.001
Job Level	.40	.16	2.53	.01
Salary	.08	.05	1.54	.13
Work-Family Practices	-.43	.25	-1.75	.08
High Commitment Practices	.004	.12	.03	.98
WF Practices x HC Practices	.18	.15	1.15	.25
Coworker Support (Intercept 2)	-.26	.16	-1.65	.11
WF Practices x Coworker Support	-.69	.21	-3.33	.001
HC Practices x Coworker Support	.38	.15	2.55	.01
WF Prac. x HC Prac. x Co. Support	.24	.14	1.72	.09
Variance Components				
Random Effect	Variance Component	<i>SD</i>	χ^2	<i>p</i>
Intercept	.08	.28	78.99	.35
Level-1	1.00	1.00		

*Model estimation with robust standard errors:

$$\begin{aligned}
 WF\ Conflict_{ij} = & \gamma_{00} + \gamma_{01} * WF\ Practices_j + \gamma_{02} * HC\ Practices_j + \gamma_{03} * HCPXWFP_j \\
 & + \gamma_{10} * Job\ Level_{ij} + \gamma_{20} * Salary_{ij} + \gamma_{30} * Coworker\ Support_{ij} + \gamma_{31} * WFP_j * Coworker\ Support_{ij} \\
 & + \gamma_{32} * HCP_j * Coworker\ Support_{ij} + \gamma_{33} * HCPXWFP_j * Coworker\ Support_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 5

Paper 1: HLM Results for Hypotheses 4a and 8b Predicting HR Attributions of Well-Being

Multilevel Model with Organizational Support as Moderator*				
Variable	Coefficient	SE	t	p
Intercept	3.66	.24	15.54	<.001
Job Level	-.24	.14	-1.66	.10
Salary	.04	.05	.74	.47
Work-Family Practices	.27	.16	1.68	.10
High Commitment Practices	.19	.10	1.96	.05
WF Practices x HC Practices	-.24	.14	-1.78	.08
Organizational Support (Intercept 2)	.39	.09	4.17	<.001
WF Practices x Org Support	.37	.22	1.70	.10
HC Practices x Org Support	-.17	.14	-1.22	.23
WF Prac. x HC Prac. x Org Support	.40	.17	2.42	.02
Variance Components				
Random Effect	Variance Component	SD	χ^2	p
Intercept	.08	.29	99.72	.03
Level-1	.47	.69		

*Model estimation with robust standard errors:

$$\begin{aligned}
 \text{Attributions}_{ij} = & \gamma_{00} + \gamma_{01} * \text{WF Practices}_j + \gamma_{02} * \text{HC Practices}_j + \gamma_{03} * \text{HCPXWFP}_j \\
 & + \gamma_{10} * \text{Job Level}_{ij} + \gamma_{20} * \text{Salary}_{ij} + \gamma_{30} * \text{Org Support}_{ij} + \gamma_{31} * \text{WFP}_j * \text{Org Support}_{ij} \\
 & + \gamma_{32} * \text{HCP}_j * \text{Org Support}_{ij} + \gamma_{33} * \text{HCPXWFP}_j * \text{Org Support}_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 5 (Continued)

Paper 1: HLM Results for Hypotheses 4a and 8b Predicting HR Attributions of Well-Being

Multilevel Model with Supervisor Support as Moderator*				
Variable	Coefficient	SE	t	p
Intercept	3.76	.24	15.89	<.001
Job Level	-.23	.13	-1.76	.08
Salary	.01	.06	.24	.81
Work-Family Practices	.33	.17	1.90	.06
High Commitment Practices	.06	.11	.52	.60
WF Practices x HC Practices	-.08	.16	-.50	.62
Supervisor Support (Intercept 2)	.36	.13	2.82	.01
WF Practices x Supervisor Support	-.22	.22	-.97	.34
HC Practices x Supervisor Support	-.03	.13	-.21	.84
WF Prac. x HC Prac. x Sup. Support	.50	.16	3.10	.003
Variance Components				
Random Effect	Variance Component	SD	χ^2	p
Intercept	.09	.30	99.25	.02
Level-1	.45	.67		

*Model estimation with robust standard errors:

$$\begin{aligned}
 \text{Attributions}_{ij} = & \gamma_{00} + \gamma_{01} * \text{WF Practices}_j + \gamma_{02} * \text{HC Practices}_j + \gamma_{03} * \text{HCPXWFP}_j \\
 & + \gamma_{10} * \text{Job Level}_{ij} + \gamma_{20} * \text{Salary}_{ij} + \gamma_{30} * \text{Supervisor Support}_{ij} + \gamma_{31} * \text{WFP}_j * \text{Supervisor Support}_{ij} \\
 & + \gamma_{32} * \text{HCP}_j * \text{Supervisor Support}_{ij} + \gamma_{33} * \text{HCPXWFP}_j * \text{Supervisor Support}_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 5 (Continued)

Paper 1: HLM Results for Hypotheses 4a and 8b Predicting HR Attributions of Well-Being

Multilevel Model with Coworker Support as Moderator*				
Variable	Coefficient	SE	<i>t</i>	<i>p</i>
Intercept	3.70	.27	13.96	<.001
Job Level	-.30	.14	-2.20	.03
Salary	.05	.06	.76	.45
Work-Family Practices	.48	.15	3.09	.003
High Commitment Practices	.16	.11	1.55	.13
WF Practices x HC Practices	-.07	.16	-.46	.65
Coworker Support (Intercept 2)	.33	.13	2.67	.01
WF Practices x Coworker Support	-.27	.20	-1.40	.17
HC Practices x Coworker Support	-.03	.14	-.22	.83
WF Prac. x HC Prac. x Co. Support	-.09	.17	-.52	.60
Variance Components				
Random Effect	Variance Component	SD	χ^2	<i>p</i>
Intercept	.06	.25	90.45	.11
Level-1	.58	.76		

*Model estimation with robust standard errors:

$$\begin{aligned}
 \text{Attributions}_{ij} = & \gamma_{00} + \gamma_{01} * \text{WF Practices}_j + \gamma_{02} * \text{HC Practices}_j + \gamma_{03} * \text{HCPXWFP}_j \\
 & + \gamma_{10} * \text{Job Level}_{ij} + \gamma_{20} * \text{Salary}_{ij} + \gamma_{30} * \text{Coworker Support}_{ij} + \gamma_{31} * \text{WFP}_j * \text{Coworker Support}_{ij} \\
 & + \gamma_{32} * \text{HCP}_j * \text{Coworker Support}_{ij} + \gamma_{33} * \text{HCPXWFP}_j * \text{Coworker Support}_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 6

Paper 1: HLM Results for Hypotheses 4b and 8c Predicting HR Attributions of Exploitation

Multilevel Model with Organizational Support as Moderator [*]				
Variable	Coefficient	SE	<i>t</i>	<i>p</i>
Intercept	3.25	.22	14.92	<.001
Job Level	.12	.13	.96	.34
Salary	-.10	.06	-1.71	.09
Work-Family Practices	-.27	.19	-1.42	.16
High Commitment Practices	.04	.08	.53	.60
WF Practices x HC Practices	-.08	.14	-.60	.55
Organizational Support (Intercept 2)	-.49	.13	-3.76	<.001
WF Practices x Org Support	-.05	.33	-.15	.88
HC Practices x Org Support	-.04	.19	-.22	.83
WF Prac. x HC Prac. x Org Support	.23	.22	1.06	.29
Variance Components				
Random Effect	Variance Component	SD	χ^2	<i>p</i>
Intercept	.001	.03	64.76	>.50
Level-1	.65	.81		

^{*}Model estimation with robust standard errors:

$$\begin{aligned}
\text{Attributions}_{ij} = & \gamma_{00} + \gamma_{01} * \text{WF Practices}_j + \gamma_{02} * \text{HC Practices}_j + \gamma_{03} * \text{HCPXWFP}_j \\
& + \gamma_{10} * \text{Job Level}_{ij} + \gamma_{20} * \text{Salary}_{ij} + \gamma_{30} * \text{Org Support}_{ij} + \gamma_{31} * \text{WFP}_j * \text{Org Support}_{ij} \\
& + \gamma_{32} * \text{HCP}_j * \text{Org Support}_{ij} + \gamma_{33} * \text{HCPXWFP}_j * \text{Org Support}_{ij} + u_{0j} + r_{ij}
\end{aligned}$$

Table 6 (Continued)

Paper 1: HLM Results for Hypotheses 4b and 8c Predicting HR Attributions of Exploitation

Multilevel Model with Supervisor Support as Moderator [*]				
Variable	Coefficient	SE	<i>t</i>	<i>p</i>
Intercept	3.10	.24	13.07	<.001
Job Level	.26	.12	2.13	.04
Salary	-.09	.06	-1.50	.14
Work-Family Practices	-.24	.19	-1.29	.20
High Commitment Practices	-.02	.10	-.19	.85
WF Practices x HC Practices	-.06	.16	-.35	.73
Supervisor Support (Intercept 2)	-.27	.16	-1.67	.10
WF Practices x Supervisor Support	-.48	.27	-1.77	.08
HC Practices x Supervisor Support	.15	.18	.85	.40
WF Prac. x HC Prac. x Sup. Support	.16	.24	.65	.52
Variance Components				
Random Effect	Variance Component	SD	χ^2	<i>p</i>
Intercept	.001	.03	62.16	>.50
Level-1	.69	.83		

^{*}Model estimation with robust standard errors:

$$\begin{aligned}
\text{Attributions}_{ij} = & \gamma_{00} + \gamma_{01} * \text{WF Practices}_j + \gamma_{02} * \text{HC Practices}_j + \gamma_{03} * \text{HCPXWFP}_j \\
& + \gamma_{10} * \text{Job Level}_{ij} + \gamma_{20} * \text{Salary}_{ij} + \gamma_{30} * \text{Supervisor Support}_{ij} + \gamma_{31} * \text{WFP}_j * \text{Supervisor Support}_{ij} \\
& + \gamma_{32} * \text{HCP}_j * \text{Supervisor Support}_{ij} + \gamma_{33} * \text{HCPXWFP}_j * \text{Supervisor Support}_{ij} + u_{0j} + r_{ij}
\end{aligned}$$

Table 6 (Continued)

Paper 1: HLM Results for Hypotheses 4b and 8c Predicting HR Attributions of Exploitation

Multilevel Model with Coworker Support as Moderator*				
Variable	Coefficient	SE	t	p
Intercept	3.09	.24	12.64	<.001
Job Level	.17	.11	1.47	.15
Salary	-.07	.06	-1.28	.20
Work-Family Practices	-.34	.18	-1.96	.05
High Commitment Practices	-.004	.09	-.04	.97
WF Practices x HC Practices	-.03	.15	-.22	.82
Coworker Support (Intercept 2)	-.15	.14	-1.09	.28
WF Practices x Coworker Support	-.67	.26	-2.62	.01
HC Practices x Coworker Support	.40	.14	2.94	.01
WF Prac. x HC Prac. x Co. Support	.06	.17	.35	.73
Variance Components				
Random Effect	Variance Component	SD	χ^2	p
Intercept	.001	.03	67.04	>.50
Level-1	.69	.83		

*Model estimation with robust standard errors:

$$\begin{aligned}
 \text{Attributions}_{ij} = & \gamma_{00} + \gamma_{01} * \text{WF Practices}_j + \gamma_{02} * \text{HC Practices}_j + \gamma_{03} * \text{HCPXWFP}_j \\
 & + \gamma_{10} * \text{Job Level}_{ij} + \gamma_{20} * \text{Salary}_{ij} + \gamma_{30} * \text{Coworker Support}_{ij} + \gamma_{31} * \text{WFP}_j * \text{Coworker Support}_{ij} \\
 & + \gamma_{32} * \text{HCP}_j * \text{Coworker Support}_{ij} + \gamma_{33} * \text{HCPXWFP}_j * \text{Coworker Support}_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 7

Paper 1: HLM Results for Hypothesis 6 Predicting Work-Family Support

Multilevel Model Predicting Organizational Support*				
Variable	Coefficient	SE	t	p
Intercept	3.94	.18	21.43	<.001
Job Level	-.16	.10	-1.55	.13
Salary	-.004	.04	-.09	.93
Work-Family Practices	.41	.11	3.66	<.001
High Commitment Practices	.08	.07	1.12	.27
WF Practices x HC Practices	-.18	.10	-1.71	.09
Variance Components				
Random Effect	Variance Component	SD	χ^2	p
Intercept	.001	.03	70.03	>.50
Level-1	.42	.65		
Multilevel Model Predicting Supervisor Support*				
Variable	Coefficient	SE	t	p
Intercept	3.74	.17	21.85	<.001
Job Level	-.01	.10	-.12	.90
Salary	-.03	.04	-.58	.57
Work-Family Practices	.41	.12	3.52	<.001
High Commitment Practices	.17	.07	2.66	.01
WF Practices x HC Practices	-.31	.11	-2.69	.01
Variance Components				
Random Effect	Variance Component	SD	χ^2	p
Intercept	.004	.07	73.52	.46
Level-1	.34	.58		

*Model estimation with robust standard errors:

$$Support_{ij} = \gamma_{00} + \gamma_{01} * WF Practices_j + \gamma_{02} * HC Practices_j + \gamma_{03} * HCPXWFP_j \\ + \gamma_{10} * Job Level_{ij} + \gamma_{20} * Salary_{ij} + u_{0j} + r_{ij}$$

Table 7 (Continued)

Paper 1: HLM Results for Hypothesis 6 Predicting Work-Family Support

Multilevel Model Predicting Coworker Support [*]				
Variable	Coefficient	SE	<i>t</i>	<i>p</i>
Intercept	3.71	.18	20.33	<.001
Job Level	-.15	.13	-1.16	.25
Salary	.01	.05	.24	.81
Work-Family Practices	.31	.12	2.48	.02
High Commitment Practices	.12	.07	1.75	.09
WF Practices x HC Practices	-.27	.11	-2.35	.02
Variance Components				
Random Effect	Variance Component	SD	χ^2	<i>p</i>
Intercept	.0002	.02	58.01	>.50
Level-1	.36	.60		

^{*}Model estimation with robust standard errors:

$$\begin{aligned}
 \text{Support}_{ij} = & \gamma_{00} + \gamma_{01} * \text{WF Practices}_j + \gamma_{02} * \text{HC Practices}_j + \gamma_{03} * \text{HCPXWFP}_j \\
 & + \gamma_{10} * \text{Job Level}_{ij} + \gamma_{20} * \text{Salary}_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 8

Paper 1: HLM Results for Hypotheses 9 and 11 Predicting Work-Family Conflict

Multilevel Model with Gender as Moderator *				
Variable	Coefficient	SE	t	p
Intercept	1.75	.42	4.20	<.001
Job Level	.46	.17	2.69	.01
Salary	.05	.05	1.12	.27
Work-Family Practices	-1.47	.76	-1.93	.06
High Commitment Practices	.21	.40	.52	.61
WF Practices x HC Practices	-.47	.72	-.65	.52
Gender (Intercept 2)	-.06	.28	-.23	.82
WF Practices x Gender	.83	.65	1.28	.21
HC Practices x Gender	-.16	.30	-.54	.59
WF Prac. x HC Prac. x Gender	.60	.66	.91	.37
Variance Components				
Random Effect	Variance Component	SD	χ^2	p
Intercept	.09	.30	78.24	.38
Level-1	1.00	1.00		

*Model estimation with robust standard errors:

$$\begin{aligned}
 WF\ Conflict_{ij} = & \gamma_{00} + \gamma_{01} * WF\ Practices_j + \gamma_{02} * HC\ Practices_j + \gamma_{03} * HCPXWFP_j \\
 & + \gamma_{10} * Gender_{ij} + \gamma_{11} * WFP_j * Gender_{ij} + \gamma_{12} * HCP_j * Gender_{ij} \\
 & + \gamma_{13} * HCPXWFP_j * Gender_{ij} + \gamma_{20} * Job\ Level_{ij} + \gamma_{30} * Salary_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 9

Paper 1: HLM Results for Hypotheses 10 and 12 Predicting Work-Family Conflict

Multilevel Model with Marital Role Salience as Moderator*				
Variable	Coefficient	SE	<i>t</i>	<i>p</i>
Intercept	1.71	.27	6.30	<.001
Job Level	.50	.17	2.98	.004
Salary	.04	.06	.68	.50
Work-Family Practices	-.41	.26	-1.57	.12
High Commitment Practices	-.01	.13	-.09	.93
WF Practices x HC Practices	.14	.17	.83	.41
Marital Role Salience (Intercept 2)	.35	.11	3.37	.001
WF Practices x MR Salience	.47	.26	1.76	.08
HC Practices x MR Salience	-.27	.11	-2.35	.02
WF Prac. x HC Prac. x MR Salience	-.38	.18	-2.10	.04
Variance Components				
Random Effect	Variance Component	SD	χ^2	<i>p</i>
Intercept	.10	.31	83.49	.24
Level-1	.94	.97		

*Model estimation with robust standard errors:

$$\begin{aligned}
 WF\ Conflict_{ij} = & \gamma_{00} + \gamma_{01} * WF\ Practices_j + \gamma_{02} * HC\ Practices_j + \gamma_{03} * HCPXWFP_j \\
 & + \gamma_{10} * MR\ Salience_{ij} + \gamma_{11} * WFP_j * MR\ Salience_{ij} + \gamma_{12} * HCP_j * MR\ Salience_{ij} \\
 & + \gamma_{13} * HCPXWFP_j * MR\ Salience_{ij} + \gamma_{20} * Job\ Level_{ij} + \gamma_{30} * Salary_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 9 (Continued)

Paper 1: HLM Results for Hypotheses 10 and 12 Predicting Work-Family Conflict

Multilevel Model with Parental Role Salience as Moderator *				
Variable	Coefficient	SE	t	p
Intercept	1.80	.29	6.23	<.001
Job Level	.43	.17	2.45	.02
Salary	.03	.06	.48	.63
Work-Family Practices	-.44	.27	-1.65	.10
High Commitment Practices	.03	.13	.20	.84
WF Practices x HC Practices	.21	.16	1.29	.20
Parental Role Salience (Intercept 2)	.30	.07	4.06	<.001
WF Practices x PR Salience	-.33	.16	-2.10	.04
HC Practices x PR Salience	.10	.09	1.12	.27
WF Prac. x HC Prac. x PR Salience	-.26	.14	-1.84	.07
Variance Components				
Random Effect	Variance Component	SD	χ^2	p
Intercept	.14	.38	87.00	.14
Level-1	.92	.96		

*Model estimation with robust standard errors:

$$\begin{aligned}
 WF\ Conflict_{ij} = & \gamma_{00} + \gamma_{01} * WF\ Practices_j + \gamma_{02} * HC\ Practices_j + \gamma_{03} * HCPXWFP_j \\
 & + \gamma_{10} * PR\ Salience_{ij} + \gamma_{11} * WFP_j * PR\ Salience_{ij} + \gamma_{12} * HCP_j * PR\ Salience_{ij} \\
 & + \gamma_{13} * HCPXWFP_j * PR\ Salience_{ij} + \gamma_{20} * Job\ Level_{ij} + \gamma_{30} * Salary_{ij} + u_{0j} + r_{ij}
 \end{aligned}$$

Table 10

Paper 2 Study 1: Means, Standard Deviations, and Intercorrelations

Variables	M	SD	1	2	3	4	5
1. Gender Role Orientation ^a	3.86	.75					
2. Work Role Salience ^a	3.38	.71	-.01				
3. Parental Role Salience ^a	3.50	1.16	-.14	-.07			
4. Marital Role Salience ^a	3.55	1.05	-.18*	.05	.47**		
5. Person-Organization Fit ^b	3.32	.90	-.18*	.19*	.22**	.20*	
6. Organization Attraction ^c	3.54	.94	-.15	.21*	.22**	.23**	.70**

* $p < .05$; ** $p < .01$ (two-tailed). ^aMeasured on a 1 (Strongly Disagree) to 5 (Strongly Agree) scale. ^bMeasured on a 1 (Not at All) to 5 (Completely) scale. ^cMeasured on a 1 (Not at All) to 5 (Very) scale

Table 11

Paper 2 Study 1: ANOVA Results Predicting Person-Organization Fit

Variable	<i>df</i>	<i>F</i>	<i>partial</i> η^2	<i>p</i>
Intercept	1	1817.14	.93	.00
HR System ^a	1	.26	.00	.61
Work-Family Climate ^b	1	.62	.01	.43
Gender ^c	1	.05	.00	.83
HR System * Work-Family Climate	1	2.94	.02	.09
HR System * Gender	1	.40	.00	.53
Work-Family Climate * Gender	1	.75	.01	.39
Three-Way Interaction	1	.30	.00	.59
Error	131			
Total	139			

Variable	<i>df</i>	<i>F</i>	<i>partial</i> η^2	<i>p</i>
Intercept	1	1307.54	.94	.00
HR System	1	.53	.01	.47
Work-Family Climate	1	1.92	.02	.17
Marital Role Salience	1	1.44	.25	.13
HR System * Work-Family Climate	1	6.77	.08	.01
HR System * Marital Role Salience	1	1.70	.25	.06
Work-Family Climate * Marital Role Salience	1	.96	.13	.49
Three-Way Interaction	1	.98	.07	.45
Error	81			
Total	139			

^a1 = Low Commitment; 2 = High Commitment. ^b1 = Unspecified; 2 = Supportive. ^c1 = Male; 2 = Female.

Table 12

Paper 2 Study 1: ANOVA Results Predicting Organization Attraction

Variable	<i>df</i>	<i>F</i>	<i>partial</i> η^2	<i>p</i>
Intercept	1	1891.61	.94	.00
HR System ^a	1	.96	.01	.33
Work-Family Climate ^b	1	.51	.00	.48
Gender ^c	1	1.50	.01	.22
HR System * Work-Family Climate	1	1.65	.01	.20
HR System * Gender	1	.02	.00	.90
Work-Family Climate * Gender	1	.78	.01	.38
Three-Way Interaction	1	.21	.00	.65
Error	131			
Total	139			

Variable	<i>df</i>	<i>F</i>	<i>partial</i> η^2	<i>p</i>
Intercept	1	1259.20	.94	.00
HR System	1	.82	.01	.37
Work-Family Climate	1	.01	.00	.91
Marital Role Salience	1	1.31	.24	.20
HR System * Work-Family Climate	1	5.52	.06	.02
HR System * Marital Role Salience	1	1.14	.18	.33
Work-Family Climate * Marital Role Salience	1	.76	.11	.70
Three-Way Interaction	1	2.18	.14	.05
Error	81			
Total	139			

^a1 = Low Commitment; 2 = High Commitment. ^b1 = Unspecified; 2 = Supportive. ^c1 = Male; 2 = Female.

Table 13

Paper 2 Study 2: Means, Standard Deviations, and Intercorrelations

Variables	M	SD	1	2	3	4	5	6
1. Parental Role Salience ^a	3.57	1.15						
2. Marital Role Salience ^a	3.52	1.02	.59**					
3. Work-to-Family Conflict ^a	2.72	1.11	.20*	.00				
4. Family-to-Work Conflict ^a	2.20	1.04	.04	.08	.56**			
5. Supportive Work-Family Climate Attraction ^b	3.93	.72	.16*	.08	-.19*	-.47**		
6. Work-Family Practice Attraction ^b	3.65	.76	.21**	.20*	.15	.13	.05	
7. High-Commitment Practice Attraction ^b	3.52	.63	.07	.12	.10	.01	-.06	.32**

* $p < .05$; ** $p < .01$ (two-tailed). ^aMeasured on a 1 (Strongly Disagree) to 5 (Strongly Agree) scale. ^bMeasured on a 1 (Not at All) to 5 (Very Much) scale.

Table 14

Paper 2 Study 2: Moderation Models Predicting Attraction to Work-Family Practices

Variable	Hypotheses 1 and 5			
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	3.61	1.06	3.41	.001
Attraction to Supportive Work-Family Climate	-.03	.27	-.10	.92
Gender	-.07	.70	-.10	.92
Interaction	.04	.17	.25	.81
Variable	Hypotheses 2 and 6			
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	-.89	1.45	-.61	.54
Attraction to Supportive Work-Family Climate	.99	.35	2.81	.01
Marital Role Salience	1.25	.40	3.12	.002
Interaction	-.27	.10	-2.79	.01
Variable				
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	.38	1.46	.26	.79
Attraction to Supportive Work-Family Climate	.67	.35	1.91	.06
Parental Role Salience	.95	.42	2.24	.03
Interaction	-.19	.10	-1.93	.06
Variable	Hypotheses 3 and 4			
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	3.54	.49	7.30	.00
Marital Role Salience	-.05	.13	-.36	.72
Work-to-Family Conflict	-.18	.18	-1.01	.31
Interaction	.08	.05	1.68	.10
Variable				
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>P</i>
Constant	3.75	.46	8.16	.00
Parental Role Salience	-.08	.12	-.68	.50
Work-to-Family Conflict	-.23	.17	-1.33	.19
Interaction	.08	.05	1.88	.06
Variable				
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	3.73	.48	7.85	.00
Marital Role Salience	-.06	.13	-.51	.61
Family-to-Work Conflict	-.35	.24	-1.46	.15
Interaction	.12	.06	1.86	.07
Variable				
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	3.68	.47	7.81	.00
Parental Role Salience	-.06	.12	-.47	.64
Family-to-Work Conflict	-.27	.22	-1.25	.21
Interaction	.10	.06	1.72	.09

Table 15

Paper 2 Study 2: Mediated Moderation Results (Hypothesis 9)

Variable	Outcome: Attraction to Work-Family Practices			
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	-.89	1.45	-.61	.54
Marital Role Salience	1.25	.40	3.12	.002
Attraction to Supportive Work-Family Climate	.99	.35	2.81	.01
Interaction ^a	-.27	.10	-2.79	.01
Variable	Outcome: Attraction to High-Commitment Practices			
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	.80	1.17	.68	.50
Attraction to Work-Family Practices	.23	.07	3.53	.001
Marital Role Salience	.62	.34	1.84	.07
Attraction to Supportive Work-Family Climate	.42	.29	1.44	.15
Interaction ^a	-.14	.08	-1.73	.09
Indirect Effects of Highest Order Interactions				
Mediator	<i>Effect</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>
Attraction to Work-Family Practices	-.06	.03	-.14	-.02
Variable	Outcome: Attraction to Work-Family Practices			
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	.38	1.46	.26	.79
Parental Role Salience	.95	.42	2.24	.03
Attraction to Supportive Work-Family Climate	.67	.35	1.91	.06
Interaction ^b	-.19	.10	-1.93	.06
Variable	Outcome: Attraction to High-Commitment Practices			
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Constant	1.82	1.18	1.55	.12
Attraction to Work-Family Practices	.26	.07	3.92	.00
Parental Role Salience	.31	.35	.89	.37
Attraction to Supportive Work-Family Climate	.18	.29	.61	.54
Interaction ^b	-.07	.08	-.88	.38
Indirect Effects of Highest Order Interactions				
Mediator	<i>Effect</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>
Attraction to Work-Family Practices	-.05	.03	-.14	.00

N = 156; Confidence intervals are 95% bias-corrected estimates with bootstrap 5,000 samples.

^aInteraction between Marital Role Salience and Attraction to Supportive Work-Family Climate.

^bInteraction between Parental Role Salience and Attraction to Supportive Work-Family Climate.

Table 16

Paper 2 Study 3: Summary of Qualitative Data

High Commitment vs. Low Commitment HR Systems			
High Commitment System	N	Low Commitment System	N
Collaborative culture	12	Prefer incentives based on individual performance	8
Career development	10	Clear expectations and structure	4
Input in decision-making	10	Fewer free-riders; meritocracy	2
Feel more respected, motivated, satisfied	8		
More autonomy	5		
Prefer incentives based on company performance	5		
Prefer flexibility	4		
Supportive vs. Unsupportive Work-Family Climates			
Supportive Climate	N	Unsupportive Climate	N
Prefer work-life balance or integration	24	Prefer to separate work and family	4
Feel respected, motivated, satisfied	7	Not paid to take care of personal needs	3
Increased well-being/health	7		
Higher performance/productivity	4		
Prefer flexibility	4		
Can bring whole self to work	4		
Less likely to burnout or quit	3		
Focus is on results, not process	2		
Work-Family HR Practices			
Prefer Work-Family Practices	N	Do Not Prefer Work-Family Practices	N
Current family needs	8	No current/future family plans	11
Prefer flexibility	7	Work-from-home less productive	4
Future family plans	6	Spouse/self will raise children at home	3
Good culture or place to work; company cares about employees	6		
Gender equality	3		

Figure 1

Paper 1: Interaction of Work-Family Practices and Supervisor Support

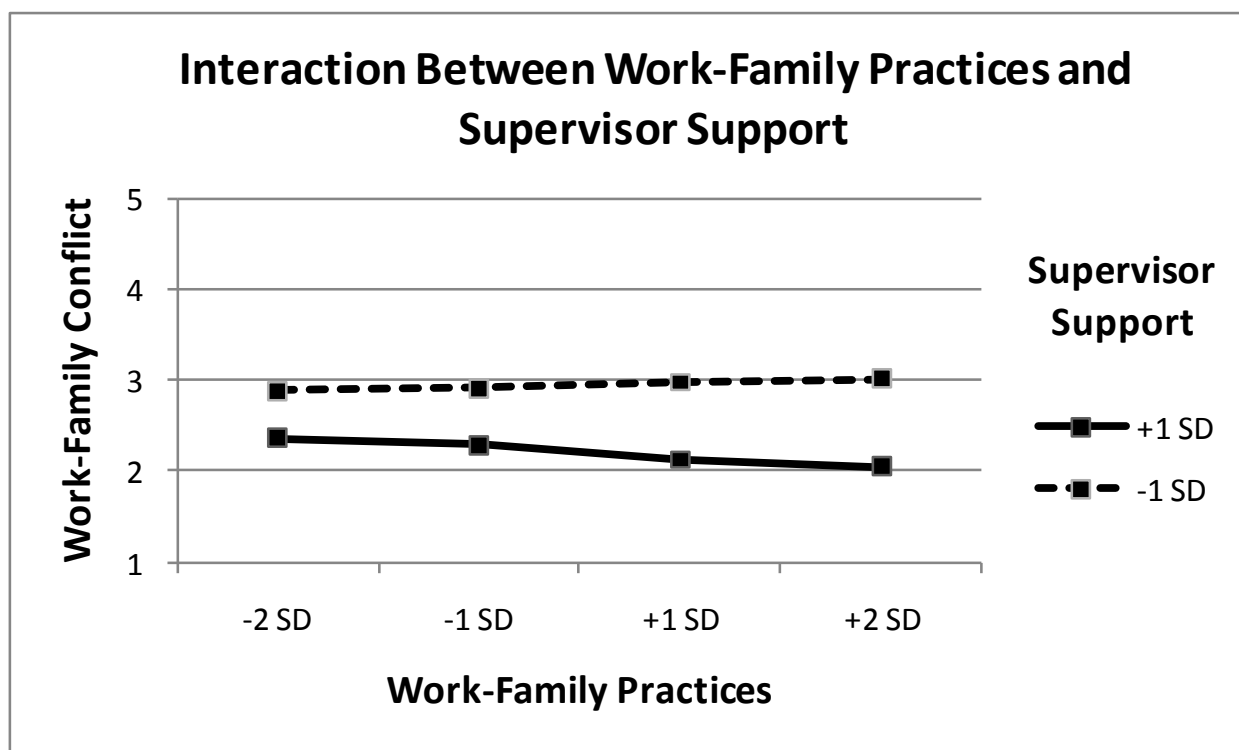


Figure 2

Paper 1: Interaction of Work-Family Practices and Coworker Support

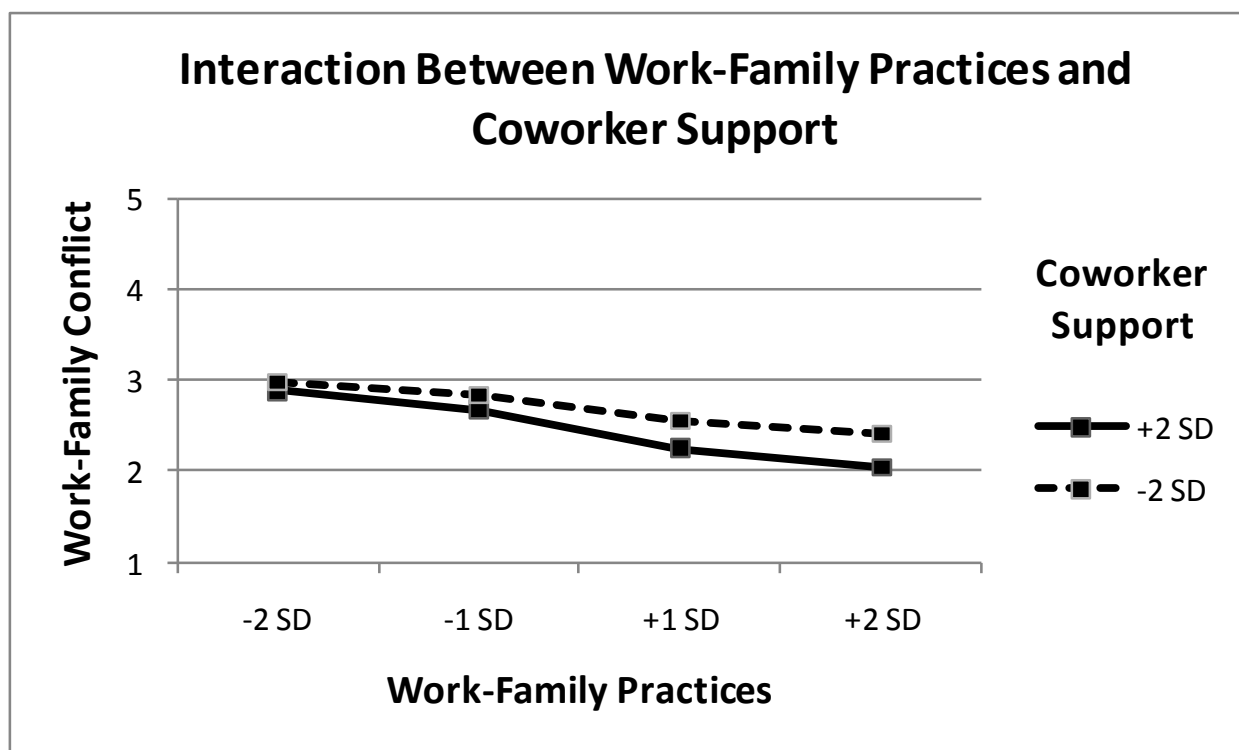


Figure 3

Paper 1: Interaction of Work-Family Practices and Coworker Support

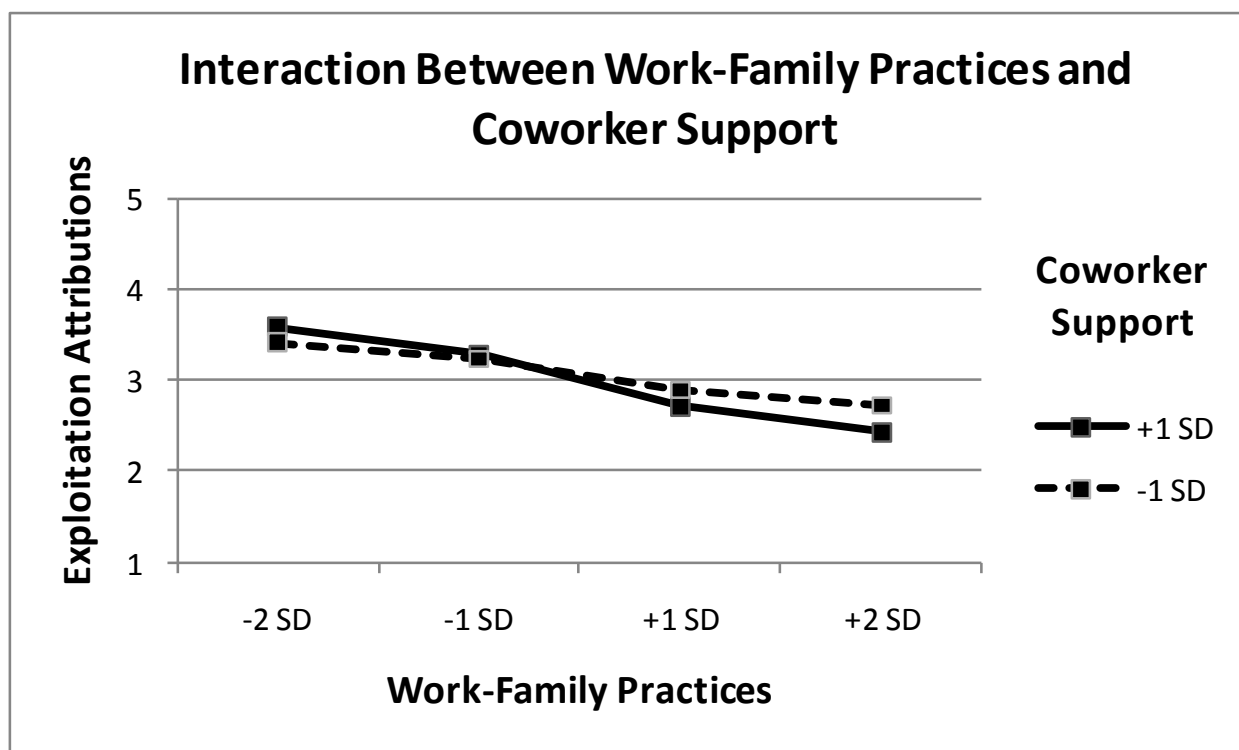


Figure 4

Paper 1: Interaction of High Commitment Practices and Work-Family Practices

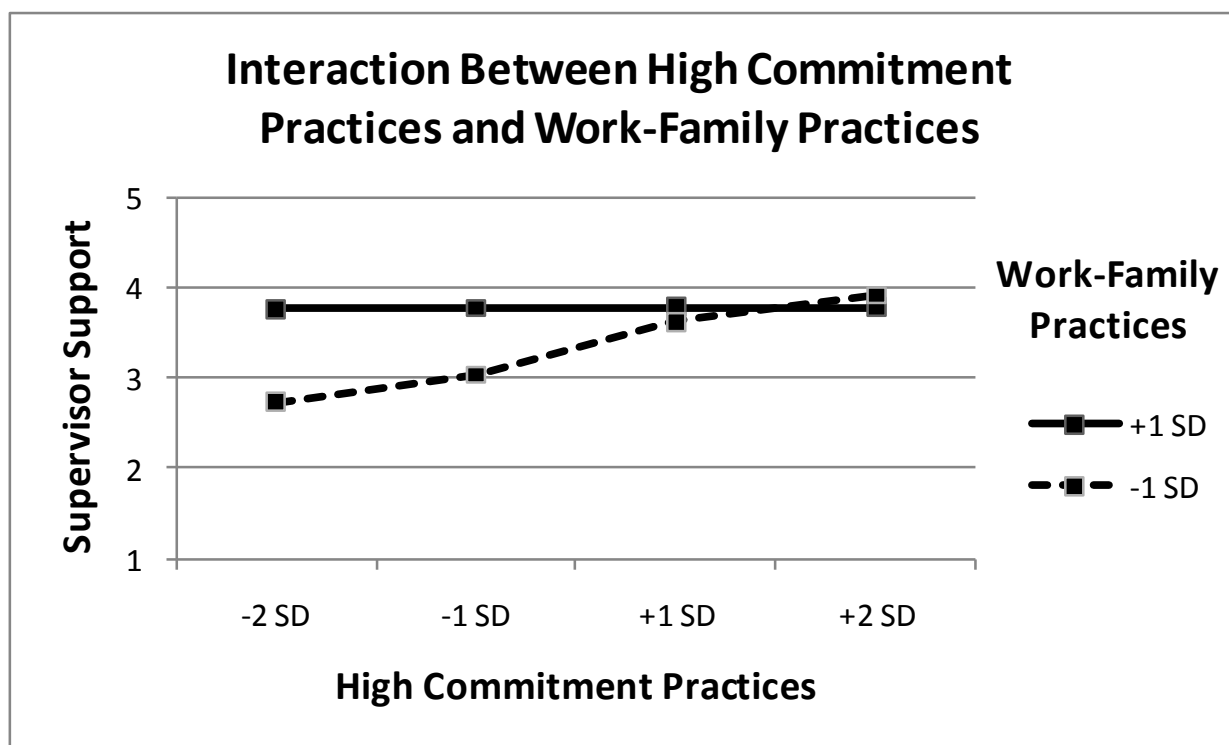


Figure 5

Paper 1: Interaction of High Commitment Practices and Work-Family Practices

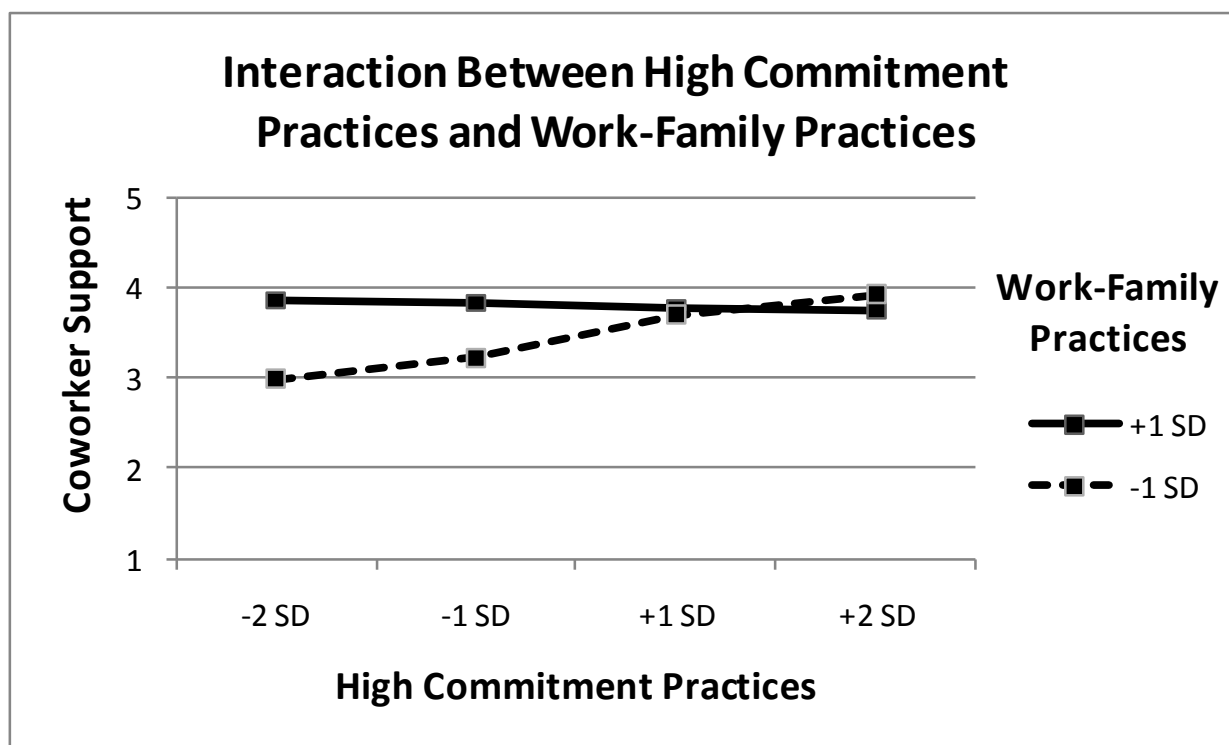


Figure 6

Paper 1: Interaction of High Commitment Practices, Work-Family Practices, and Organizational Support

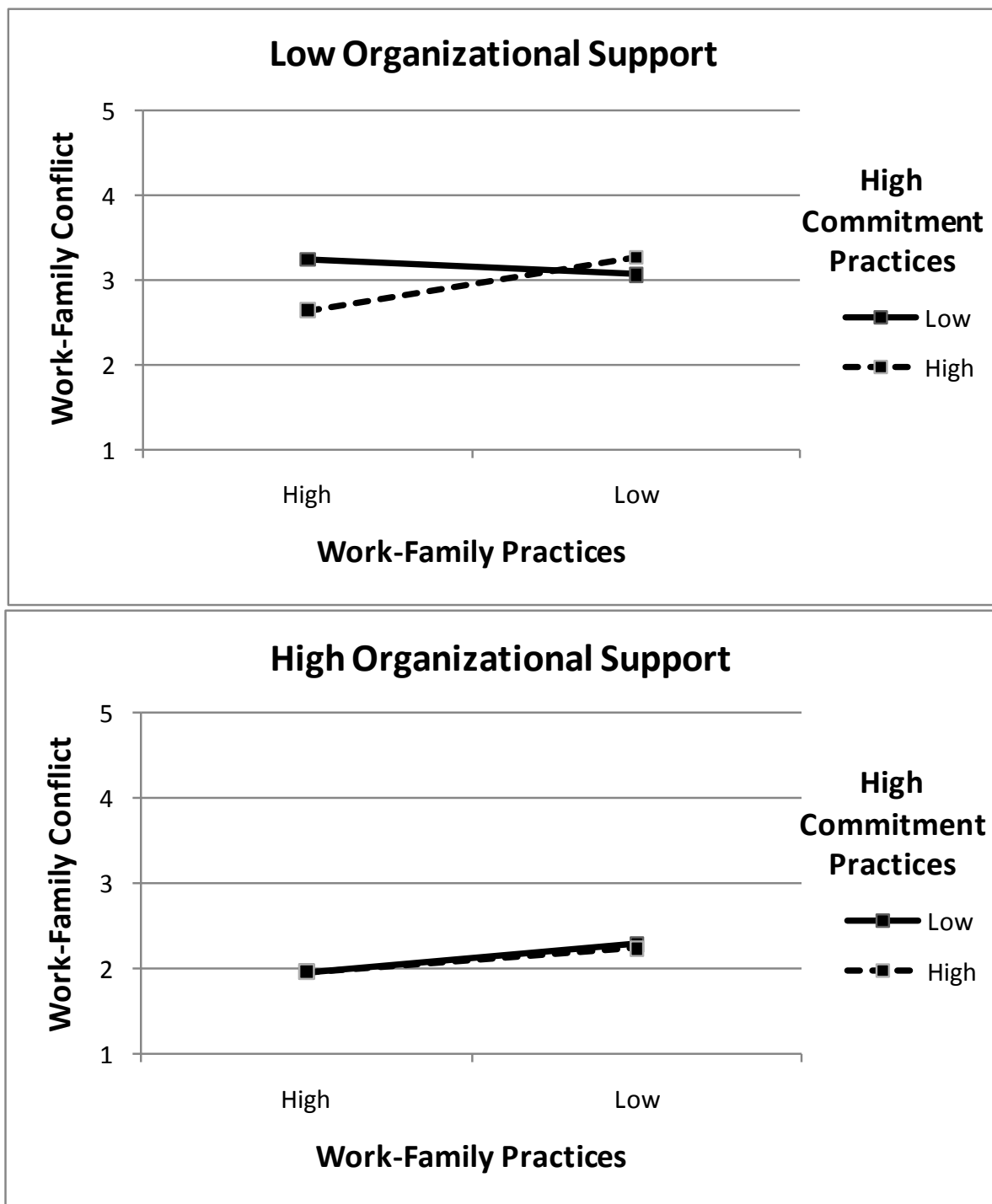


Figure 7

Paper 1: Interaction of High Commitment Practices, Work-Family Practices, and Supervisor Support

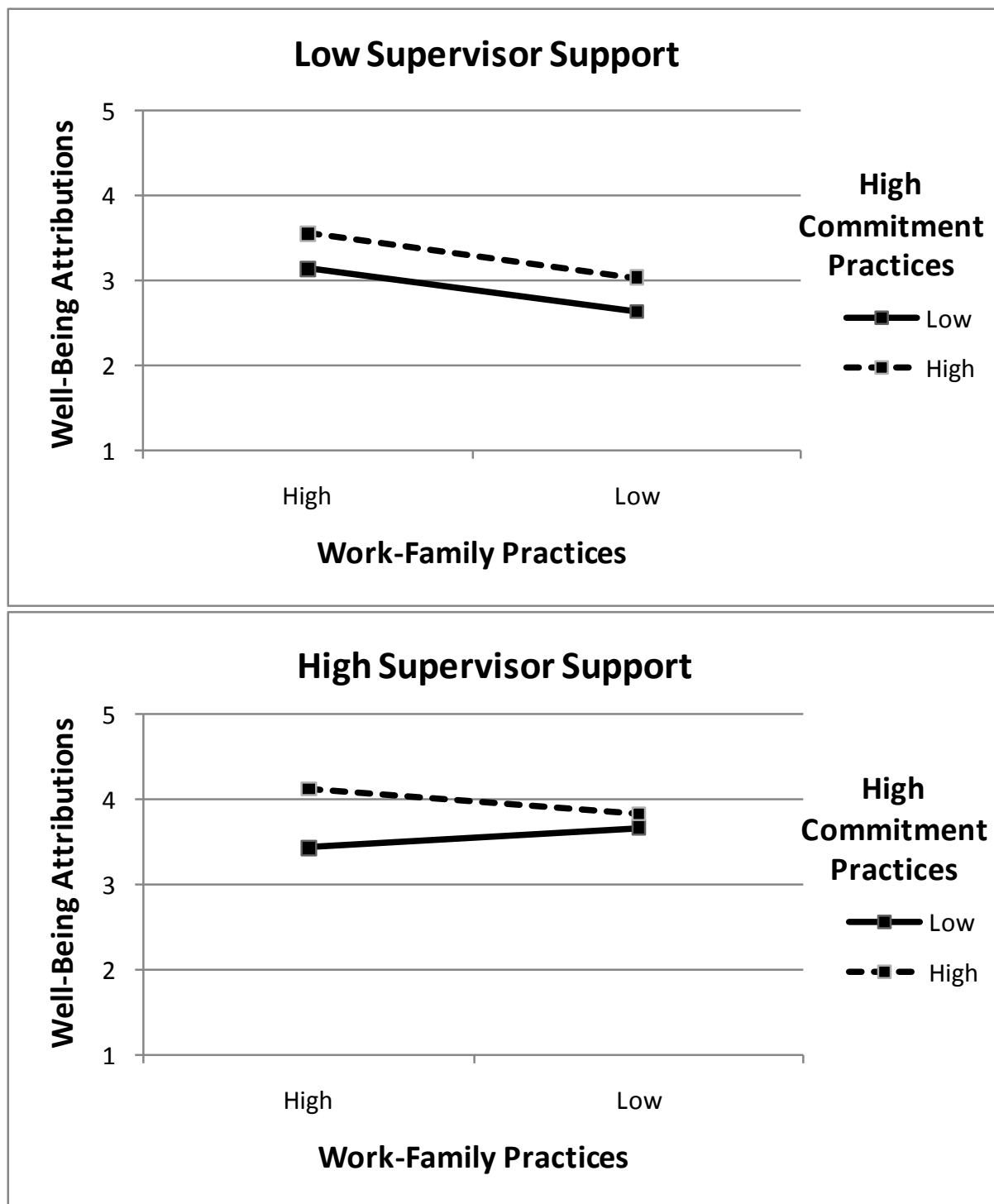


Figure 8

Paper 1: Interaction of High Commitment Practices, Work-Family Practices, and Organizational Support

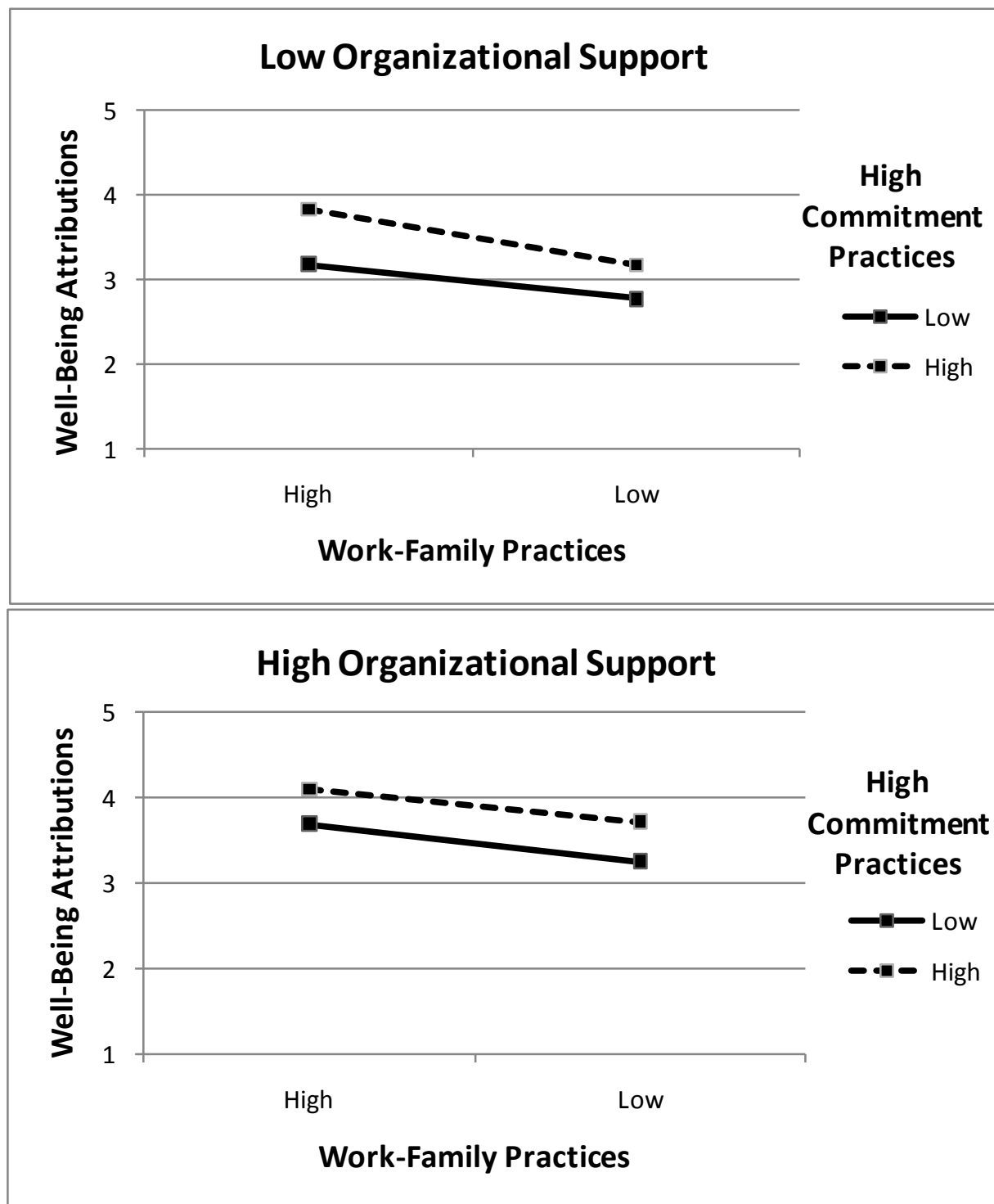


Figure 9

Paper 1: Interaction of Work-Family Practices and Parental Role Salience

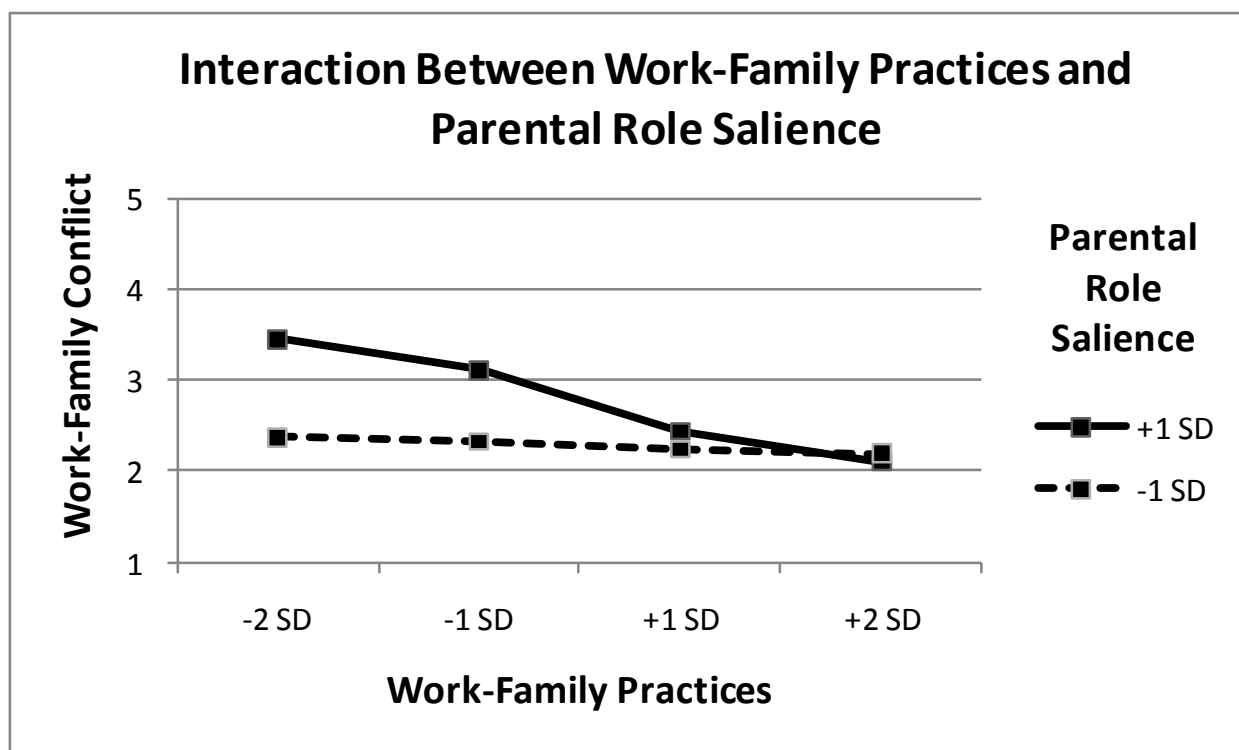


Figure 10

Paper 1: Interaction of High Commitment Practices, Work-Family Practices, and Marital Role Salience

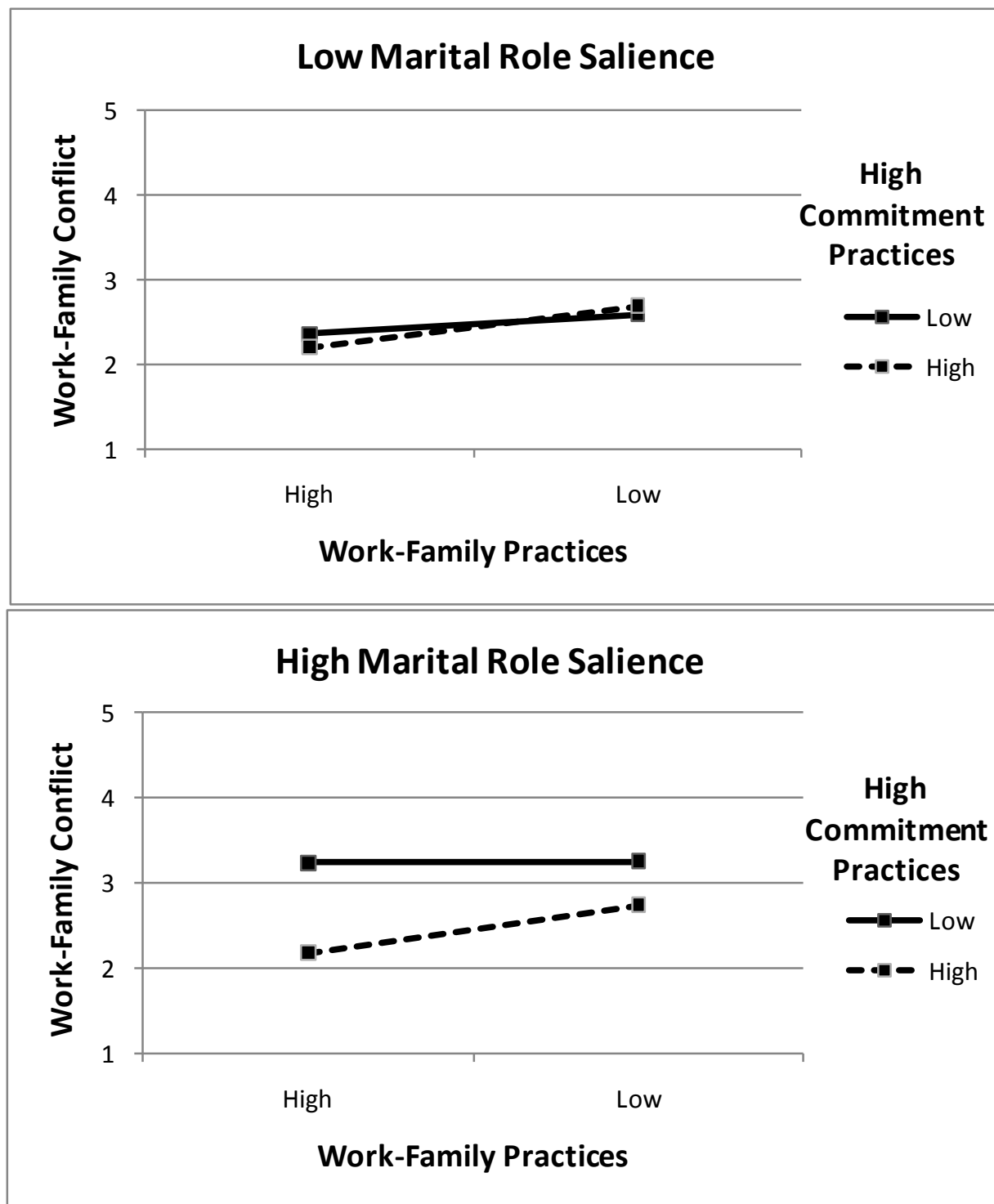


Figure 12

Paper 2 Study 1: Interaction of HR System and Climate

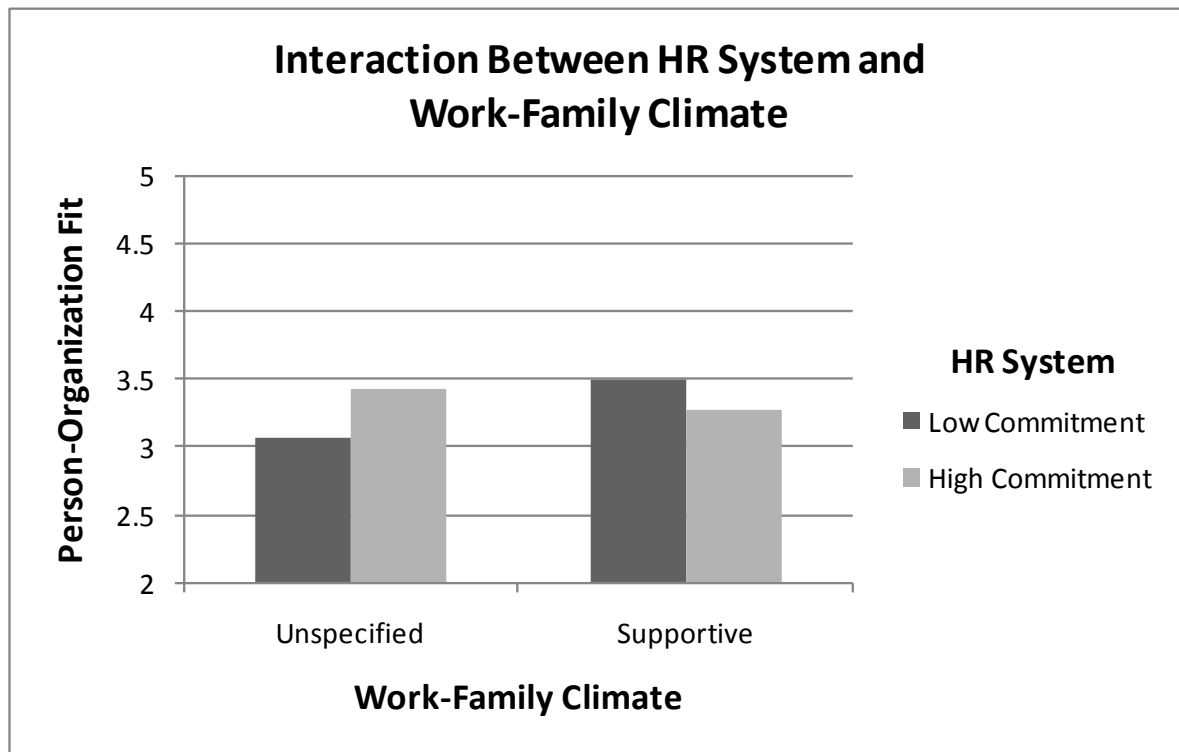


Figure 13

Paper 2 Study 1: Interaction of HR System, Marital Role Salience, and Work-Family Climate

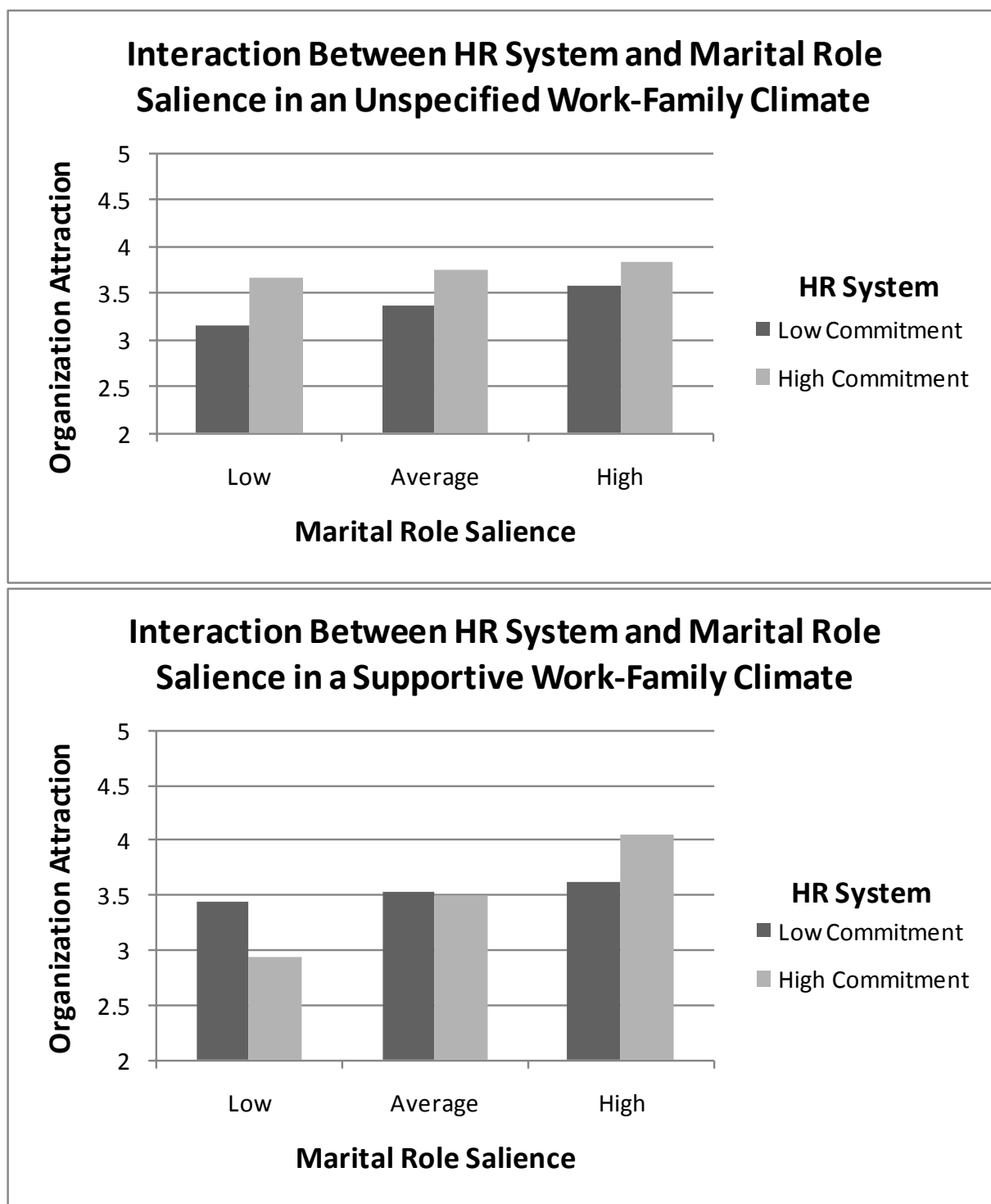


Figure 14

Paper 2 Study 2: Interaction of Marital Role Salience and Attraction to a Supportive Work-Family Climate

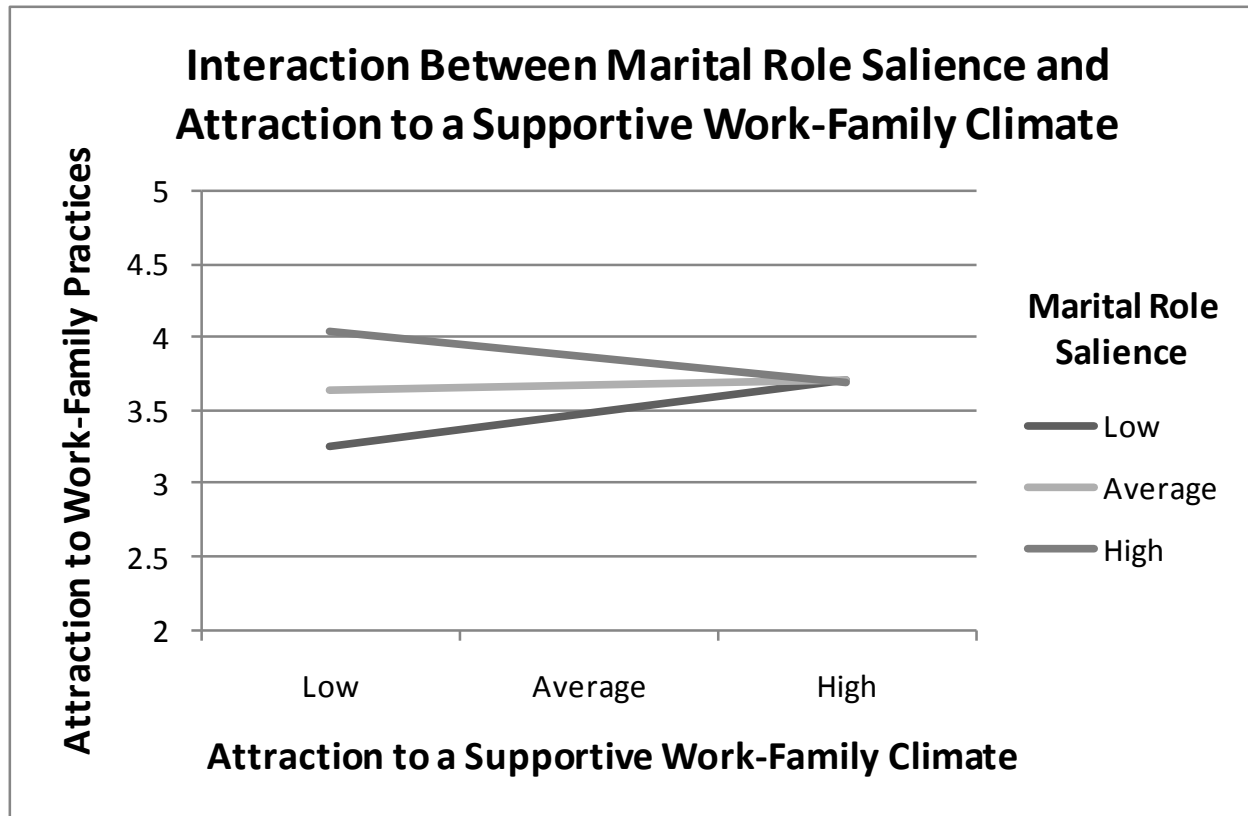


Figure 15

Paper 2 Study 2: Interaction of Parental Role Salience and Work-Family Conflict

